

EMPLOYEE SERVICES MANAGEMENT

JOURNAL OF EMPLOYEE RECREATION

HEALTH AND EDUCATION FEBRUARY, 1990



From the '80s to the '90s:

the TRANSFORMATIONS

of Employee Services and Recreation

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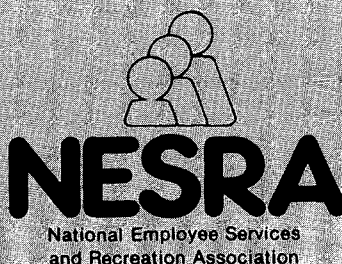
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Members receive a signed certificate suitable for framing which states they are a member of NESRA.

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To serve the organizations and individuals responsible for providing employee services, recreation and fitness/health programs through education, information & professional development, thereby enhancing employee lifestyle and positively influencing productivity and profitability.

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NESRA...

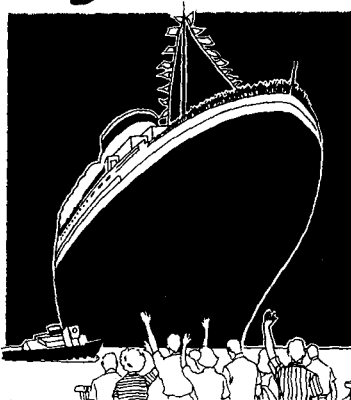
*...Dedicated to enhancing
employee quality of life.*

Since 1941, the National Employee Services and Recreation Association has supported the idea that employee services, recreation and health promotion programs are an integral part of human resources management. NESRA and its members believe that a work environment which satisfies employees' physical and psychological needs is conducive to greater productivity and higher workforce morale as well as reduced absenteeism and turnover.

Over 4,000 organizations throughout the United States, Canada and Mexico belong to the NESRA family. Through such programs as health promotion, sports, travel, discounts, employee stores, dependent care and preretirement planning, they have realized the benefits of employer-sponsored, nonnegotiated benefits.

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LETTER FROM THE EDITOR

Dear ESM Readers:

As the cover of this issue indicates, your positions as employee services and recreation managers, multi-hatters and volunteers have "transformed" into a much broader base of responsibilities and challenges from just 10 short years ago.

With this in mind, ESM's objectives for 1990 are twofold: To continue presenting you with the timely human resources and employee services and recreation issues you look for in ESM; and to extend beyond program justification into identification—who you are, what you do and why your jobs are so crucial in today's workplace.

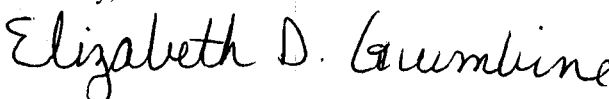
Employee store managers can look to ESM for useful "how-to's" in the Employee Store department. You'll get location and theme travel ideas by reading our now-monthly Travel department. The Health Promotion Update department will continue to offer programming ideas and wellness information.

We've added a Facilities/Equipment department to provide you with the "grass roots" information you seek in these two areas.

The Viewpoint, New Members and Bulletin departments have been moved to *NESRA News* so ESM can concentrate on providing you with more structured, issue-oriented columns. To help achieve this, we'll present summaries at the beginning of each feature and department, and a fresh new format.

As always, your input is greatly appreciated.

Sincerely,



Elizabeth D. Grumbine
Editor

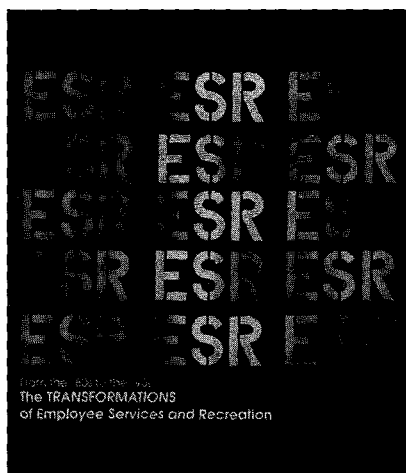
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- ES&R: A NECESSITY
- JOB SHARING
- CONFERENCE FINAL PROGRAM

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SPECIAL ANNOUNCEMENT

NESRA is proud to reprint the following letter from President Bush commemorating the 25th Anniversary of the NESRA Education and Research Foundation:

THE WHITE HOUSE

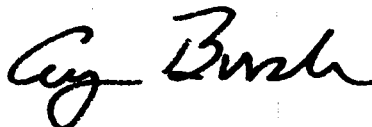
WASHINGTON

November 6, 1989

I am pleased to send my congratulations to the members of the National Employee Services and Recreation Association as you celebrate the 25th anniversary of your Education and Research Foundation.

By promoting physical fitness programs and recreational opportunities for the employees of private corporations and government agencies, your association has contributed not only to the health of individual workers but also to our nation's productivity. Your efforts to bring together employers and the providers of recreational goods and services have encouraged the development of successful fitness programs across the country. Your publications have helped keep those programs successful by informing members about important developments in the industry. I commend you for your commitment to quality.

Barbara joins me in sending our best wishes as you celebrate 25 years of service.



Job Satisfaction

U.S. office workers expect to receive job satisfaction through more intangible rewards than their paychecks, according to survey results printed in *American Demographics*.

Only 66 percent of office workers say the size of their paycheck would be the most important factor in taking a new job. However, 87 percent say it is "very important" for managers to be "honest, upright and ethical" when dealing with workers and the community.

Study results suggest overall job satisfaction declined 5 percentage points from 1988. Forty-one percent of office workers are "very satisfied" with their jobs. Respondents with the lowest levels of satisfaction are unionized workers, clerical workers, younger workers and those with lower incomes.

Here is what employees say is important:

- 81 percent say it is "most important" for employers to provide opportunities to develop more skills.
- 79 percent value job security.
- 79 percent want challenging jobs.
- 76 percent want to work for managers who care for them as people.

Overall, employees usually gave high priority to "characteristics that stress role of the individual in the workplace."

Boron for Dinner

Do you eat boron? Scientists may be on the brink of naming boron a necessary nutrient for humans, according to *The Good Health Digest*.

Recent research suggests boron may be as important a nutrient as zinc, magnesium and copper, which all have recommended daily allowances (RDAs).

In one study, diets deficient in boron resulted in brain wave alterations. When patients were deprived of boron, they became less alert.

Other researchers conducted a nine-year study; they discovered a boron-rich diet may prevent osteoporosis in postmenopausal women.

Where do you find boron? Fruits and vegetables provide adequate amounts, especially beet greens, broccoli, nuts and all non-citrus fruits.

Men More Prone To Depression

Contrary to popular belief, men are more vulnerable to depression after a spouse's death than women, according to *The Wall Street Journal*.

Husbands generally receive more nonfinancial benefits from marriage than their wives. For example, men usually depend on their wives to maintain contact with adult children and friends and to initiate the couple's involvement in community activities. Wives also serve as their husband's sole confidante, whereas women tend to have many close friends in whom to confide.

A recent study revealed widowhood patterns that seem to support this view of marriage. Researchers drew from a 1986 national survey that included extensive interviews with several thousand people, a little over one-fifth were widowed.

Researchers adjusted for age and other factors and they discovered widowhood contributed "significantly" to depression for both men and women. However, depression had a considerably larger impact on men. In most cases, when the wives passed away, the husbands found themselves not only without their confidante, but also without much support from others. These

widowers also found it difficult to perform unaccustomed household chores.

Women who lose their spouses suffer severe financial stress, but they usually have many close friends and social contacts who provide emotional support. Researchers also found that adult children were more likely to rally around the mother than the father.

Work Schedules of the '90s

American employees can anticipate more flexible work schedules in the 1990s with flextime, job sharing and home-based work becoming increasingly widespread, according to a new Conference Board survey of senior human resources executives of 521 of the nation's largest corporations.

The Conference Board survey examined six types of flexible scheduling: Flextime, part-time work, job sharing, home-based work, phased retirement and compressed work weeks. Currently, 93 percent of the 521 firms that responded offer at least one type of flexible schedule—most likely part-time work—for core employees. Despite this high percentage, managers, professionals, and executives tend not to have flexible schedules. Employees who have flexible schedules are most likely to be female and employed in a clerical, administrative support or sales occupation.

Half of the surveyed firms offer flextime and only a minority offer other alternatives. Job sharing is offered in 22 percent of the firms, with phased retirement and home-based work alternatives in 9 percent and 7 percent of the companies respectively.

Companies expect to increase their use of all six flexible schedules in the

next several years. Survey results indicate job sharing and home-based work arrangements are two of the schedules most likely to be under consideration now, with phased retirement and regular part-time work also likely alternatives to be increased.

"Tightening local labor markets, projected workforce shortages and increasing work-family pressures are compelling companies to address the need for flexible work schedules for their core employees," says an associate professor at The Graduate School of the City University of New York and author of the report. "In the 1990s, flexible scheduling will be a critical issue to companies that need to keep their most valued employees and retain a competitive edge in recruitment."

In the companies that have adopted flextime, job sharing and home-based work, human resources officers report

high levels of satisfaction with the job performances of employees on these schedules and relatively lower levels of satisfaction with their ease of supervision.

Employers should develop an effective system for managing employees on flexible schedules before implementing any widespread program.

Although many companies are considering implementing flexible schedules, not all employers are sold on the concept. In some cases, top management is not willing to introduce change and in other situations, unions hesitate to negotiate some arrangements. Also, some managers anticipate difficulties supervising employees on flexible schedules. Managers may also find employees who cannot participate are often resentful of those employees who can. However, the largest obstacle companies implementing

such programs face is "a philosophical one in which managers are being asked to work outside a system that has always been in place," says the study's author.

Travel Costs

What should you anticipate in terms of travel costs during 1990? Generally expect travel costs to increase about 7 percent, according to *Personnel* magazine.

A recent report on travel management predicts the following price projections from the fourth quarter of 1989 through the fourth quarter of this year:

- Meal costs will increase 6 percent. This increase may be a result of the possibilities of more drought combined with 1988's extremely hot summer. Other contributing factors

NESRA EDUCATION AND RESEARCH FOUNDATION...

Providing Evidence to Support ES&R Programs

Because top management demands facts and figures to justify any investment in company-sponsored programs, the NESRA Education and Research Foundation stands ready to arm the employee services and recreation professional or leader with the bottom-line data management understands.

Current Projects include:

- Funding biannual field surveys delivering data on salaries, budgets and programming trends
- Reviewing candidates wishing to conduct research which will supply data to members
- Funding the publishing of a four-book series of texts concentrating on various subjects in employee services and recreation

Contribute to the NESRA Education and Research Foundation, and you will contribute to the expansion of the employee services and recreation field.

Send your donations to: NESRA Education and Research Foundation, 2400 S. Downing Ave., Westchester, IL 60154

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are the increasing costs of service wages and the difficulties in recruiting service staff.

- Lodging prices will go up 6 percent. While rates at mid-priced hotels will continue to increase, the rates at higher-priced hotels will remain stable.

- Car rental fees will escalate 7 percent since rental companies will have to cover their decreasing residuals on their used-car trades and sales.

- Airfare will increase 8 percent. Even though airfare ticket costs increased 25 percent in the beginning of 1989, experts predict less of an increase in the months ahead.

Counseling for Couples

With work and family pressures mounting, more couples are seeking counseling and some companies are either initiating the referral and/or paying for counseling, according to *The Wall Street Journal*.

Companies are especially supportive of counseling when work problems threaten a top manager's job. At one institute, a counselor estimates the number of executives and spouses at its weeklong counseling program has doubled in recent years. Some companies are paying for counseling because they believe helping the couple ultimately means helping the company.

One executive became stressed when he had to deal with a job transfer that his wife resented. Counseling helped him and his wife accept the move. Through counseling, another executive realized his abrasive temperament threatened his career when his wife confided that similar behavior at home harmed their marriage.

Increasing numbers of dual-career couples are finding help with more men bringing their working wives for joint counseling. One counselor says the level of stress on women is so high that men are more likely to

notice its strain and suggest getting help.

Regardless of how competent and smart two people are, they must make time to share discussions, laughter and intimacy, emphasizes one counselor.

To begin relieving some pressure, couples should put off social and other nonproductive activities and schedule time apart for themselves.

Laugh It Off

Managers use humor in the workplace to lighten stressful situations, reports *Personnel Journal*.

In a recent study, 1,160 human resources supervisors were surveyed regarding workplace humor. Supervisors reported telling a joke to break the ice at a staff meeting is the most common (77 percent) morale booster. Seventy-five percent of respondents encourage employees to display humorous cards, comic strips and other forms of humor in their workplace.

Humor comes in handy while trying to meet deadlines too. Fifty-two percent use humor to lighten deadline pressure. Almost half, 45 percent, of respondents say a quick joke is considered a good prescription for stress.

While only 37 percent say employees sometimes receive gag gifts, 48 percent give this concept merit and would like to implement it at their companies.

Remember Your Keys

Plan to rent a car on your next trip? If so, keep this in mind: If you lose the car's keys or lock them inside the car, don't expect the rental company to come to your rescue. Car rental companies often don't keep spare keys, reports *The Wall Street Journal*.

Industry executives say 20-25 percent of all service calls involve lost

keys or lockouts.

What do rental companies do when customers ask for help in these situations? A spokesperson for one rental company says that some of its offices will send out a spare key while others will advise customers to go to a car dealer for help. Other rental agencies may charge a fee if a new key has to be made.

Rental companies don't keep spare keys because it would be "impractical" to keep a number of key sets. Some carmakers also use antitheft keys that many locksmiths cannot easily copy.

Inactivity is Expensive

A recent study shows people remaining inactive are not only affecting themselves, they are affecting society as well, reports the *University of California, Berkeley Wellness Letter*. The study reveals those who do not participate in fitness activities are costing other members of society a lifetime subsidy of \$1,900.

This figure includes various "external costs" which are "costs others pay as a result of a person's decision to lead a comparatively inactive life rather than exercise." These costs also include added medical costs, increased health-insurance payments, sick-leave pay, disability insurance and losses in job productivity. Researchers say the \$1,900 figure would be higher, but those who do not exercise tend to live shorter lives and collect less pension.

When tabulating data, researchers took into consideration those who exercise a lot may be healthier than the average person from the beginning.

While the societal costs of smoking and drinking are offset, at least in part, by excise taxes consumers pay on cigarettes and alcohol, society does not ask sedentary individuals to offset the cost of their inactivity.

Researchers suggest subsidies to

corporate wellness programs and recreational facilities will save society money in the long-run.

Treating Sports Injuries

When self-treating sports injuries, many people make the mistake of applying heat on the affected area, according to *Executive Fitness*.

In nearly every instance, you should apply ice to soft tissue areas rather than heat. Ice is better because a damaged tendon or muscle is usually inflamed and inflammation is heat. Placing more heat on the injury will direct more blood flow to the area, which will then increase swelling and pain.


Sometimes a hot shower or a heating pad may feel good

temporarily, but when the pain returns, it will often feel more intense. Ice has the opposite effect. It cools the injured area and lessens inflammation and swelling, which promotes healing. Use ice as soon as possible after incurring an injury such as shin splints, tendinitis or muscle strains from running or other sports.

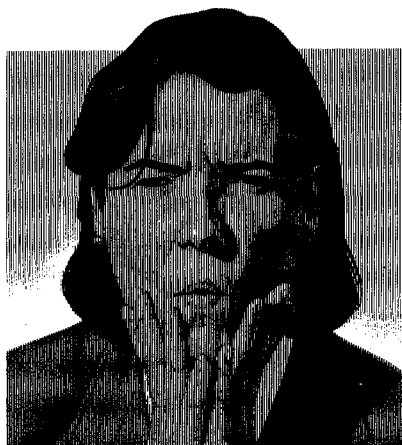
The size of the injury determines the best way to use ice. If it is a small, localized area, try this: Freeze a paper cup filled with water. Then, pull some paper from the cup to expose the ice and massage the affected area for 10-20 minutes with a steady, constant motion. For larger areas, such as a sore back or strained hamstring, pack a plastic bag with ice and apply it to the injured area. A chemical ice pack, which can be reused, will also work. Be aware that icing for too long can cause frostbite.

Heat should be used in some cases,

but only after at least four days have passed. However, if the injury still gives you a throbbing ache, continue applying ice. Once the initial inflammation has subsided, heat can help by increasing blood flow and bringing oxygen and nutrients to the injured area.

Sports enthusiasts should also use saunas and whirlpools properly. The warm water in a whirlpool eases tight muscles and the dry heat from a sauna has a soothing effect. However, the temperature of any heat (dry or wet) should not exceed 102° F. Saunas can be especially hazardous after a workout since your body temperature increases during a workout and stays elevated for some time afterward. To avoid dehydration and heat exhaustion, take a cold shower before taking a sauna. Then, only spend two or three minutes at a time in a sauna before taking another shower. 

Stop Sweating It



Don't spend hours researching a service or program you'd like to provide for your employees.

NESRA can help!



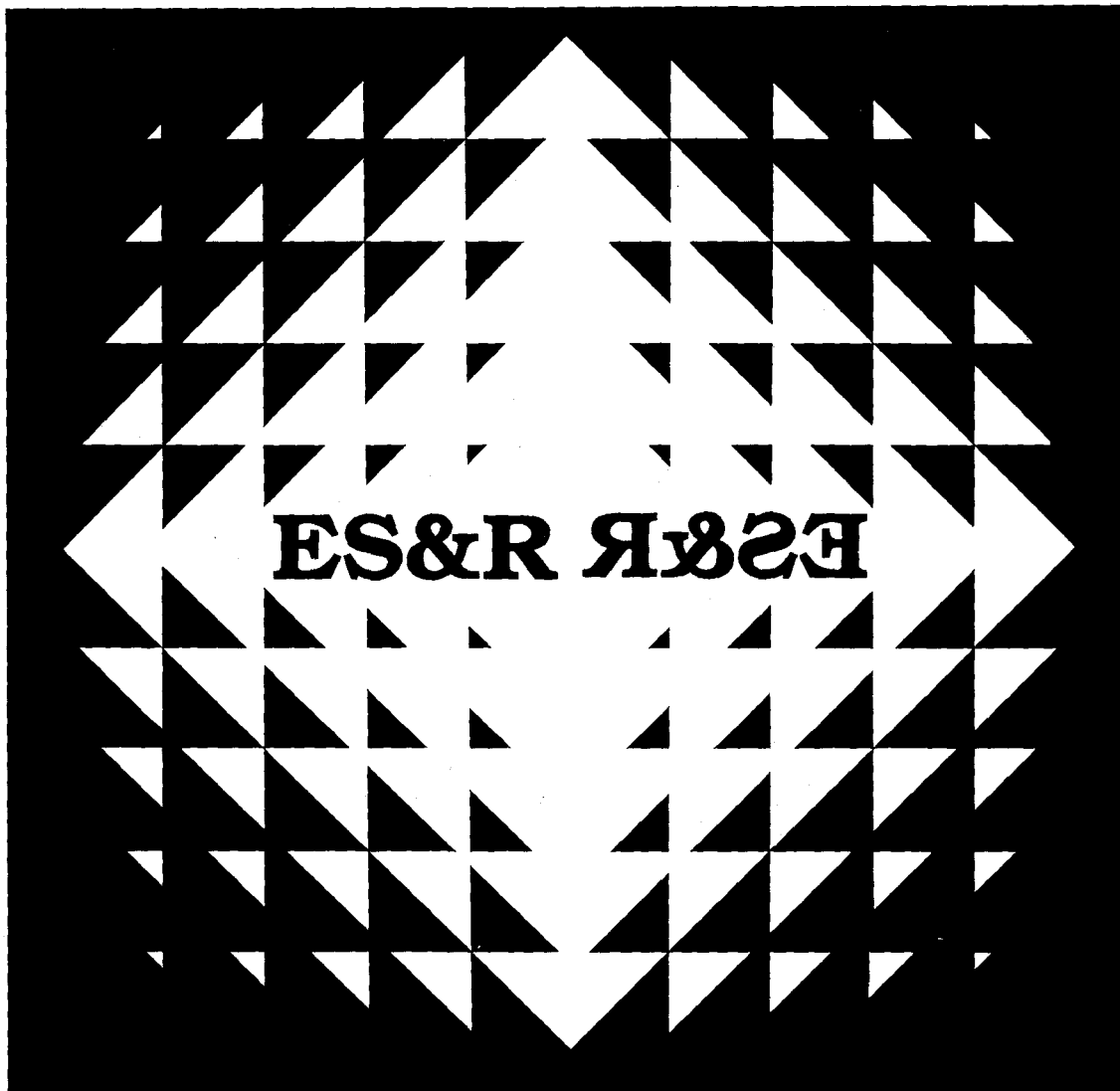
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From the '80s to the '90s:

The TRANSFORMATIONS of Employee Services and Recreation



The employee services and recreation field has expanded from industrial recreation into a multifaceted, multipurpose occupation. This article examines the past decade and the reason for this "transformation."

by Elizabeth D. Grumbine, editor

What began as a company-sponsored library in 1854 is but a microcosm of the complex organism known as employee services and recreation (ES&R) today. But what exactly is this ES&R organism? It could be three parts human resources, one part ES&R; it could be 100 percent ES&R; it could be a volunteer who likes to organize company activities; it is any combination of employees or volunteers who create ways to improve morale and productivity through a wide array of programming. No matter who has planned the ES&R programs, the fact is, over time, industrial recreation has re-created itself, transformed into employee services and recreation. The reasons for this transformation are as complex as the various components which comprise it, or as simple as an organization which wants the best for its employees and is willing to offer it.

This change has obviously taken much longer than 10 years. The 1980s, though, have marked an unavoidable, and thankfully irreversible, trend toward organizations acknowledging that, to remain competitive, they must pay attention to the various dimensions of employee lives—their families, their health, their motivations—because all aspects play important parts in how employees perform at work. American organizations, rather than paying attention to their national competitors alone, began taking notes on how their global competitors conducted business and maintained morale and employee loyalty. In response to the change from an industrial-based to an information-based society, organizations began to implement programs enabling employees to interact with each other rather than interface with a computer alone. The '80s has been a decade of great change. Competitive corporations began recognizing ES&R as a vital human resources tool; to attract and retain quality employees, corporations had to provide a reason for workers to stay, a reason extending beyond the paycheck. That reason is non-negotiated benefits, such as ES&R.

Al Ward, 1980 president of NESRA (then NIRA), who challenged ES&R managers with the following: "Today I announce a new goal, a new theme...excellence in the '80s." Have ES&R managers achieved this excellence? Much has been said about the diversity and complexity of the workforce and the people who comprise it. But how has the ES&R field adapted along with the passage of time? A few distinct "transformations" have marked the '80s as "excellent" indeed through the growth of ES&R.

TEAMWORK

In response to the alienation wrought by the "information age," ES&R programming played a crucial role in contrasting the "high tech" aspects of the work life with the "high touch" aspects of recreation. Through organized sports such as baseball and volleyball, employees were given the chance to recognize the "team" aspect of an organization—that all employees, regardless of rank in organizational

hierarchy, were part of a team keeping the league strong, and in turn the organization, through improved morale and coworker relations. In addition to this, ES&R managers provided ways for employees to pay attention to the personal aspects of their physical fitness. Through facilities, walking and jogging programs, and a wealth of other recreational programs, employees could improve their self-esteem by working on their bodies as well as their minds. This improved their ability to manage stress and helped them feel part of the work "team" by recognizing that a company which provides a facility, or provides helpful information and training for personal fitness, really did care about its employees. This teamwork concept has expanded through the '80s. ES&R programs are now offered to family members and retirees, recognizing the need to bring employees and their "communities" into the work environment. This has promoted greater understanding between family members and reminds retirees they are still very much a part of the organization. Beyond physical fitness, employee services and recreation has "taken into the fold" the three-dimensional aspects of employees; that fitness is more than exercise, it is overall wellness, the food we eat, how we feel, what we do in our free time, whether we're concerned about our family members, etc.

COED ACTIVITIES

With attention being given to all components of the work environment, organizations began sponsoring coed activities, recognizing that women had the same need to participate in activities as men, which opened avenues for communication and teamwork among all employees, male or female. The effects of coed activities have been threefold. First, they offer a chance for employees to meet each other, which increases overall participation in programming. They enhance communication between employees, which translates into easier communication in the office. Lastly, they help to break down gender stereotypes, encouraging male and female participants alike to perform to their utmost potential in a team situation, which easily translates into performing to their utmost potential on the job.

PERSONAL EMPLOYEE ISSUES

As mentioned before, a three-dimensional approach to the employee's job performance began to take place in the '80s. Astute managers recognized employee job performance depended on more than just work environment factors; it depended on an employee's overall "wellness." Secure in the knowledge that productive employees were good for the company, ES&R managers began offering these wellness programs. Recognizing the need to extend beyond fitness

and health into overall health promotion, ES&R managers investigated employee assistance programs (EAPs) to help employees work through personal problems or chemical dependencies. They implemented referral services to help employees find childcare and eldercare facilities. ES&R managers also advocated smoking cessation, healthful eating habits, hypertension screenings and communication programs. They helped employees recognize their health and emotional well-being was vitally important to their performance on the job. E. Cheraskin, MD, DMD, remarked at the 39th Annual NESRA Conference and Exhibit, "Our medical problems aren't medical, they're social. They have something to do with the air we breathe, the water we drink and the food we eat." ES&R managers have strived to address these social factors so employees can improve the quality of their lives.

Another method ES&R managers utilized to improve employee quality of life was helping them stretch their dollars. Through such services and entertainment, travel and merchandise discounts, employees could ease their budgetary pressures. Organizations began opening employee stores so employees could shop for gift or personal items in a convenient location and save money at the same time.

LIFE ISSUES

In addition to wellness issues, organizations began addressing employee lifecycle issues: Childbirth and childcare, aging and retirement were facets of employee life which had a definite impact on worklife. It didn't take demographic specialists to inform managers the workforce was changing; they could see for themselves more women were working, there were fewer job entrants and the workforce was aging. Organizations began to scramble for quality employees, realizing they would need to alter their organizational cultures to meet the needs of an increasingly greater variety of employees. A most provocative idea is that the baby bust was a direct result of market wages and the cost of childcare; that people couldn't afford children, so they didn't have them. Patricia Desmond, in the Dec/Jan '82 issue of *Employee Services Management*, remarked, "Only a massive increase in daycare, say some experts, could weaken the link between market wages and the price of children...thereby allowing increases in fertility." It is doubtful organizations offered childcare to help improve the country's birthrate; more likely is that organizations began paying attention to

childcare issues because of worker factors including "the 3:00 telephone calls" mothers or fathers would make to their children to make sure they got home from school safely, employees missing work to care for a sick child, etc.

In response to an aging workforce, ES&R programming included preretirement planning, programming to keep retired employees involved in the organization, and eldercare referrals to help employees with their need to provide adequate care to an older relative or friend. Managers also recognized they could draw from the experience of retirees. Some organizations began rehiring retired workers on either a part-time or full-time basis; and they recruited them as volunteers for ES&R programs.

"Astute managers recognized job performance depended on more than just work environment factors; it depended on an employee's overall 'wellness'."

WORKSTYLE ISSUES

Because of fewer qualified job entrants and the need to retain employees, organizations began being more flexible about employee workstyles. Flexible hours and flexible workplaces began to appear in many companies. Flextime, part-time and flexweek were options available to an increasingly wider employee population. Some employees were offered "sick day banks," in which employees who didn't use all their sick days, put them in a "bank," so an employee in need could use them. Job sharing helped ease the stress of single-parenting and the work/family dilemma. Employees began working at home, taking advantage of

electronic communication systems. With these changes in workstyle, though, ES&R managers were also challenged to create programs which, again, would involve the entire work community, including part-time or volunteer workers, stay-at-home workers, different shifts of workers and the like. Communicating through newsletters sent to the employees' homes began to help keep all employees informed about company activities, no matter where or when the employee worked.

COMMUNITY SERVICE

Community service became a way for organizations to accomplish many things at once: They could involve employees in a philanthropical activity and they could gain some public exposure. Community service became a vital public relations tool for competitive organizations who

wanted to increase awareness that the company was a great place to work. Through the '80s, the emphasis placed on global issues such as conservation, the eradication of disease, promotion of healthful programs, etc., has increased dramatically. Organizations now recognize employees aren't the only ones who talk about a company; their families, their friends, and beyond that, the community at large, decides which companies are good to work for and which are not. Competitive companies have recognized the value of positive public relations; community services has become a vital component of the organization as a whole.

BUDGETARY INDEPENDENCE

Mary Smith, real estate representative for Safeway Store, Inc., in Phoenix, Arizona, mentioned the biggest change during the '80s she experienced has been "a general tightening of the budget. It's more difficult now to plan activities and we need to rely on volunteers more." Beyond budgetary constraints, ES&R managers were challenged with keeping morale up during reorganizations, workforce reductions and mergers. They rose to these challenges by recruiting volunteers to help them plan programs, as Ms. Smith mentioned, and by creating ways to offer employee services at no cost to the organization. Through discount services, equipment rentals, corporate garage sales and a host of other projects, employee associations and ES&R departments alike justified their existence by creating methods to fund their own projects.

This independence has proven valuable to ES&R managers. Self-funding projects are consistently used to help pay for employee picnics, corporate open houses, lunchtime programs, sports leagues and a wide variety of other employee programs. Many organizations do subsidize, either partially or fully, employee programs, recognizing the definite return on their investment as seen in improved morale and attendance, fewer absences and reduced turnover. ES&R managers, though, are more secure knowing they possess the ability to fund their programs, through employee associations, volunteers helping plan activities, or through self-funding projects.

PROGRAM JUSTIFICATION

One aspect of the '80s which hasn't changed is ES&R managers still need to justify their programs, even their positions. They've discovered a number of ways of doing just that. For example, they can emphasize the improvement in employee attendance due to a health promotion program; they can tally the money employees saved through discount programs; and they can mention the increase in productivity

after time-management seminars. E. Cheraskin remarked in his conference speech, "We have ample evidence and support of the fact that people in high positions see their problems in terms of themselves. So, if you have a president of the board who is a marathon runner, there's no problem getting a gym put in your building." This was true then and it's true now. Improved public relations through community service and attention to childcare and eldercare issues have also helped justify the ES&R field. Much has changed to alter the perception that ES&R managers have "fun," as opposed to necessary, jobs. ES&R managers are now being recognized as the people who work to their utmost capabilities to ensure employees are healthy, well-adjusted individuals who enjoy coming to work. The impact this has on a company's bottom line is now too important to be ignored. In a sense, the '80s has served to justify the ES&R managers' position. That doesn't mean the hard part is over, though. In a field which rests almost entirely on intangible aspects (i.e. prove to me Karen is happier because her father is in an eldercare program), ES&R managers are creating ways to justify the need for ES&R to ensure the best possible human resources the company can garner.

CONCLUSION

The ES&R field has expanded from industrial recreation into a multi-faceted, multi-purpose occupation. Whether because of full-time managers, multihatters or volunteers, ES&R has adapted to a changing work environment. It has grown to include programs for a diverse employee pool; it has even served to gain publicity for the company through community service and a host of other programs. Though there are many components of the transformation from industrial recreation to ES&R, the more notable transformations have occurred due to all employees, male or female, being invited to participate in activities together; extending ES&R to the family and the community; paying attention to wellness issues, personal and lifecycle issues and workstyle issues; and finally, due to management's increasing awareness and support of all aspects of employee life, displaying a concern for helping employees perform to their utmost capabilities through ES&R programming. Perhaps the greatest justification of ES&R is that employees are beginning to decide where to work based on benefits, both negotiable and nonnegotiable. As Randy Schools, NESRA's 1990 president, commented, "As the '80s belonged to marketing, the '90s will be the era of human resources." That era is here, thanks to the diligent efforts of ES&R managers who persuaded management to nurture their most vital aspect—their employees. ES&R managers have achieved Al Ward's challenge to be "excellent" in the '80s. You must now continue to address human resources' needs through an ever-diverse array of employee services and recreation programming.



Keeping Ahead of the Mommy Track



Organizations which adapt to the times are the ones which will be competitive and productive in the future. Here is a discussion of some of the crucial work/family issues involved and viable solutions.

by Ronald C. Pilenzo, SPHR

Successful organizations are those which adapt their organizational structure and behavior to the realities of the environment. A combination of forces—the labor shortage, the rapid increase of women in the workforce, the push for renewed productivity and the new value shift which focuses on quality of life, self-fulfillment, and family—is jolting organizations into reevaluating old policies, implementing more attractive solutions to the “work or family” dilemma and bringing the needs of the workplace more in line with the needs of the family.

Some facts: In the next few years women will comprise the greatest percentage of net new entrants to the workforce. By the year 2000, approximately 47 percent of the workforce will be women. White males will comprise only 15 percent of the net new entrants. Today, almost 69 percent of women of child-bearing age are employed and 60 percent of all women having children work during pregnancy. Only 10 percent of American families are traditional in the sense that Dad goes off to work each morning while Mom stays home to take care of the children. In fact, more and more single-parent homes are appearing.

In this decade, workforce growth will fall to its lowest rate since the '30s. As a result, labor will be drawn primarily from women, ethnic and minority groups, and immigrants. Certainly by the sheer numbers of women currently in the workforce and those preparing to enter the workforce, organizations must feel pressure to acknowledge the dilemma of “work or family” which is shared by many employees and to create viable and satisfying solutions.

THE “MOMMY TRACK” CONCEPT

The term “mommy track” has been in vogue lately to refer to the career paths many women follow, either

voluntarily or involuntarily, to try to balance work and family responsibilities. “Mommy track” was originally used as a derogatory term by women attorneys at the August 1988 American Bar Association conference in Toronto to articulate the sense that women attorneys who took time away from the firm to start and raise a family were not considered serious contenders for “partner.”

After the publication of Felice Schwartz's “Management Women and the New Facts of Life” in the

“Certainly by the sheer numbers of women currently in the workforce and those preparing to enter the workforce, organizations must feel pressure to acknowledge the dilemma of work or family.”

January-February 1989 issue of *Harvard Business Review*, the media began using the term to refer to virtually any and all issues involving mothers in the workplace.

THE PROBLEM

Despite gains women have made in the workplace, the situation at home has not changed much in the last 30 years. Even the most progressive couples often find they

revert to traditional gender roles with childcare, eldercare and household chores falling primarily to the female.

However, times have changed enough to expect that a man would also want to share the responsibility for bringing up baby or caring for an elderly parent. But is it possible for a man to take time from work to stay home with a sick child without raising eyebrows? Or can a man be completely open about family and its importance in his life and still expect to advance in his career as quickly as someone who is willing to compromise family for career?

The 1950's notion of what is expected of men and women should not exist in 1990, but it does. Men, like women, must grapple with outdated perceptions of what they can and cannot do where it concerns work and family.

Based on that notion, Schwartz's article made two major assertions: The cost of employing women is greater than that of employing men; and to reduce the cost, corporations should provide flexible employment provisions for women who want to combine career and family. Articles such as these and the media's embrace of the “mommy track” concept, while not necessarily completely accurate reflections of the problem, do add credence to the need for corporate America to reconsider the balancing of commitments to both work and family. The problem is not going to go away. In fact, as issues that affect the business environment continue to change, the ability to juggle work and home responsibilities will become more difficult for women and for men.

Let me repeat: Successful organizations are those which adapt to their environment. If your business is to remain competitive and productive, you should address the needs of your employees through flexible provisions which ease the burden of work versus family responsibilities and commitments, improve worker satisfaction and increase the attractiveness of your organization to prospective employees.

SOLUTIONS

Today's complicated issues challenge the way Americans arrange their work obligations and family life and demonstrate the difficulties of reconciling the demands of the business world with the responsibilities of being parents. Employment policies must be redesigned to reflect this reality. Presently, women are usually faced with either foregoing ambitions to the executive suite or being content to have others raise their children. Similarly, society often forces men to move up the career ladder at the expense of their family, be content to progress at a slower pace than their peers without children, or give up career for family.

Parents want the opportunity to raise their own children in their own homes without jeopardizing their chances for fair participation in the labor force in the future. Over 40 percent of female executives do not have children; virtually all male executives do. Although the work and family conflict is particularly problematic for women because of their greater time commitment at home, it also affects men. Because we are seeing a shift in values away from careerism and back toward family involvement, companies in the '90s will retain valued employees by making the workplace more family-friendly.

Unless handled carefully, however, work and family policies run the risk of discriminating against working mothers by overcompensating for them. If not applied evenhandedly, work and family policies reinforce the belief that women are less capable and more expensive to employ than men. Currently, men are subtly or overtly discouraged from taking paternity leave, for example, because doing so calls into question their seriousness about their careers. The underlying problem, of course, is the assumption that "real men" leave raising the children to the wives. If we are going

"Over 40 percent of female executives do not have children; virtually all male executives do."

to change our attitudes about women in the workplace, we must also change our attitudes about men and their roles.

Most of the attention in this area has focused on childcare, parental leave, and to a lesser degree, eldercare. In addition, flexible benefits will allow employers to attract and retain employees and improve productivity from a workforce that is increasingly comprised of two-income families and single parents.

Work and family policies must

serve the interests of both the company and the employee. Childcare, whatever its definition, is a relatively popular work and family benefit. Quality care allows employees to continue their careers virtually uninterrupted. According to the Society for Human Resource Management's (SHRM) 1988 Childcare Study, only 10 percent of the more than 1,500 companies who responded to the survey provide childcare support or services to their employees. However, as an alternative to someone else raising their children, many employees prefer some sort of part-time or leave-time option. Employers appear far more likely to provide alternative work schedules, especially part-time work and flextime to assist their employees with their childcare needs. Almost 40 percent of survey respondents have implemented flextime and 47 percent offer part-time work options. Although job sharing is not as popular as flextime and part-time work, it is offered by 16 percent of all companies and is being considered by an additional 10 percent. And more companies are beginning to offer

According to SHRM's 1988 Childcare Study:

- only 10 percent of the more than 1,500 companies who responded provide childcare support or services to their employees.
- 40 percent have implemented flextime.
- 47 percent offer part-time work options.
- 16 percent offer job sharing and 10 percent more are considering it.

"More and more companies should offer richer and more varied benefit packages, not as a result of legislation, but in response to competition."

work-at-home programs.

Parental leave policies have received quite a bit of attention from both employers and state and federal legislatures, but there is a seemingly infinite variety of policies and laws being proposed. More and more companies should offer richer and more varied benefit packages, not as a result of legislation, but in response to competition. Competitive employment packages which meet the broadest range of the workforce will attract and retain the most employees. It is important that the voluntary benefits system is preserved to allow employees and employers to determine together which benefits best meet mutual needs.

Traditional "parental leave" has, in fact, been maternity leave. The focus has been on the short-term disability associated with childbirth. Newer "family" or "parental" leaves have put less emphasis on disability and more on caregiving. These policies may provide unpaid leave for adoption, paternity leave, care of sick children or spouses, or eldercare; and the policies are available to men as well as women. At least one state proposed mandating leave for parental attendance of school-related functions. We expect the trend will continue to move away from simple disability in favor of the more

attractive child-rearing or other caregiving opportunities/responsibilities.

Sabbaticals or extended leave programs are relatively less common. IBM made big news last year when it established a three-year extended leave for parents and others faced with "once in a lifetime" opportunities. Three years is very generous by American standards but pales when compared to some of the extended leave policies offered by European companies which have been dealing with work and family issues for some time. Daimler-Benz, the West German automaker, offers female employees a seven-year unpaid extended leave for one child, 10 years if the woman has two children. IBM also offers a "work at home" program for employees on leave who want to work part-time, but cannot report to the office regularly.

Yet another alternative is job sharing, which is becoming more popular as a means of accommodating managerial employees in particular. Unlike most part-time work, job sharing allows workers to continue doing the more substantive work for which they were trained.

Telecommuting may be ideal for some employees, depending on the job and the person. It has been proven by many organizations to be a personally satisfying and professionally productive form of work. But it is not without its problems. Working at home does not absolve the employee of responsibility for adequate childcare arrangements, and most people find it difficult to simultaneously balance the demands of a job and the demands of a small child all in the same place at the same time.

Retaining employees who have left the firm as consultants or free-lancers is gaining popularity. It allows the company to continue getting a return on the investment it made in that individual while allowing the employee more flexibility in determining hours and responsibilities. This type of policy has been effective in dealing with not

only working mothers and fathers, but also retirees and managers who leave the company to go into business for themselves.

CONCLUSION

It is the responsibility of corporate cultures to adapt to a changing workforce composition with new and complicated demands and needs. In the future, organizations will not have the option of offering or not offering solutions to the work/family issue. The business environment and your employees, if you still have them, will demand it. Organizations which adapt to the times are the ones which will be competitive and productive in the future.



Ronald C. Pilenzo, SPHR, is president of the Society for Human Resource Management (SHRM—formerly American Society for Personnel Administration) in Alexandria, Virginia.



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Capitalize Your Assets

A Preview of the 49th Annual NESRA Conference and Exhibit

by Cynthia M. Brown, editorial assistant

Successful ES&R managers recognize the resources within their reach and utilize these resources to create strong ES&R programs. As an ES&R manager striving for success, you should acknowledge the potential benefits of attending the 49th Annual NESRA Conference and Exhibit which will take place May 16-20, 1990, at the Hyatt Regency, Crystal City in Arlington, Virginia.

The conference will provide several opportunities to gather useful, fresh ideas to enhance your ES&R programs. Besides heightening your awareness of how to tap into the resources around you, the conference will also help you promote your ES&R programs as valuable assets to your organization.

The following article outlines the many interesting sessions and entertaining activities you can plan to participate in when you attend the 49th Annual NESRA Conference and Exhibit.

CONTINUING EDUCATION SESSIONS

Arrive early on Wednesday, May 16, 1990 to attend the continuing education sessions. You can choose between two this year. One is titled **"Fitness Into the '90s."** During this session, Susan Kalish, executive director, Running and Fitness Association, will address the

following topics: **"Lowering and Predicting Cholesterol Levels," "The Next Century of Medical Care,"** and **"Thinking of Everyone in Sports Programming."**

In the other optional session, Bob Bookman, president of Team Productivity Programs, will show ES&R managers how they can achieve power and influence in his session, **"Power and Influence for the Employee Services and Recreation Manager."** Those looking for ways to expand their power base in their organization or just looking for ways to justify their position won't want to miss this seminar. Attendees will learn and practice techniques for making themselves indispensable, which translates into job security and advancement.

SPECIALIZED SESSION TRACKS

Addressing ES&R managers' specific interests, NESRA will offer two specialized session tracks: The employee store track and the health track. The employee store sessions are back by popular demand to meet the needs of our newest membership segment: Employee store managers. Sessions will cover a variety of topics from the basics of starting an employee store to more detailed topics such as merchandising,

promoting and customer service.

Employee store managers can choose from the following sessions: **"Starting A Store," "Doing It Without a Charge Number," "Customer Service," "Merchandising and Promoting," "Security for Your Employee Store" and an Employee Store Strategy Exchange.**

Carl Donnell, director of security and loss prevention for one of Washington's largest department stores, The Hecht Company, will explain how to enforce employee store security plans. Employee store managers will also enjoy a strategy exchange session dedicated solely to issues affecting them. Here, they will be given an opportunity to exchange ideas with other store managers.

The health track is brand new this year. National attention is focused on health issues—issues in which ES&R managers can make a difference. This track will include sessions such as **"Evaluating Fitness Equipment"** and **"Expanding Your Health Program Through Nonprofits"** (such as the American Cancer Society and the American Red Cross). Another session will emphasize the importance of **"Promoting Physical Well-Being and Productivity Among American Workers."** A session entitled **"Stress and The Employee Services Manager"** will help ES&R managers experiencing



Keynote Speaker, former Secretary of Labor Ann McLaughlin, will open the conference with her address, "The Challenge of Change in the Workplace."

"burnout" rejuvenate themselves by practicing stress and tension-relieving activities. Of course, a session will also be devoted to one of our country's most serious health problems, **"Drugs In the Workplace."** This session will examine the problem and suggest possible solutions.

GENERAL SESSIONS

In addition to specialized tracks, there will also be sessions all attendees will want to hear. Former Secretary of Labor Ann McLaughlin will open the conference with her intriguing keynote address, **"The Challenge of Change in the Workplace."** McLaughlin has had a key role in focusing the nation's attention on workplace issues. She believes issues such as women and minorities in the workforce, flexible benefits programs, the role of older workers, childcare and corporate responsibility to communities and schools are no longer public relations or philanthropy concerns. Instead, this prestigious speaker regards these issues as "bottom-line issues."

McLaughlin served as the nation's 19th Secretary of Labor. She was appointed the president's top labor official in November, 1987 and sworn in on December 17, 1987. Her tenure

as the president's chief advisor on labor and related issues was marked by major accomplishments in focusing public and private sector attention on the needs of a rapidly-changing international and national workplace and workforce. Particularly, McLaughlin directed Labor Department resources to identifying, publicizing and addressing significant emerging demographic changes and the resulting labor-related challenges and issues such as child and other dependent care, worker shortages, skill gaps and older workers. She also established the Workforce Quality Commission, the first blue ribbon commission to address workforce competitiveness issues in a global economy. Upon completion of Secretary McLaughlin's term, President Reagan awarded her the President's Citizen Medal in recognition of her public service.

Besides McLaughlin's enlightening address, many other qualified speakers will lead interesting general sessions. For example, we've invited Gordon MacDougall, executive director of the National Coalition for Volunteer Protection and G. Harris Jordan, director of government affairs for the American Society for Association Executives (ASAE) to lead a panel discussion on legislative issues which can have implications on the ES&R field. Join Jordan and MacDougall as they address unrelated business income, volunteer liability concerns and other vital issues during their **"Legislative Issues Panel."**

In another general session, **"Surviving the Business Cycles,"** a panel of human resources directors will present their views on what constitutes successful employee services. Panelists will examine critical issues as they relate to the various stages of a program's lifecycles—start-up, expansion and maintenance. Richard E. Miller, Ed.D., associate professor, Health, Sport and Leisure Studies, George Mason University, will moderate a discussion between three human resource specialists.

CONCURRENT SESSIONS

By attending the conference you will be among many NESRA members from across the country searching for fresh ideas to enrich particular ES&R situations. We offer concurrent sessions so you can choose those which will meet your needs. For example, choose from sessions instructing you how to **"Grow Leaders for Your Association"** or how to choose computers and software for your operation. Perhaps you're looking for ways to spice up your publicity. If so, attend **"Putting New Life Into Old Publicity."** You can also examine how **"Merging Corporate Cultures"** will affect your ES&R programming.

You may opt to participate in a **"Risky Business"** session which will examine the relationship between recreation and risk. In this session, Marc Rabinoff, Ph.D., associate dean, School of Professional Studies, will inform you about risk management, liability, torts, failure to warn, defenses against negligence and safety audits.

ES&R managers should take proper care of fitness and recreation facilities not only to ensure safety, but also to promote performance. For tips on keeping your athletic turfs in peak



G. Harris Jordan, director of government affairs for ASAE, will share his expertise on unrelated business income while on the Legislative Issues Panel.

condition, join Buck Whetsell of the Fairfax County Park Authority as he uses visual aids to illustrate proper **"Turf Management."** At this session, you will discover proper fertilization and "airification" techniques for maintaining athletic fields and golf courses.

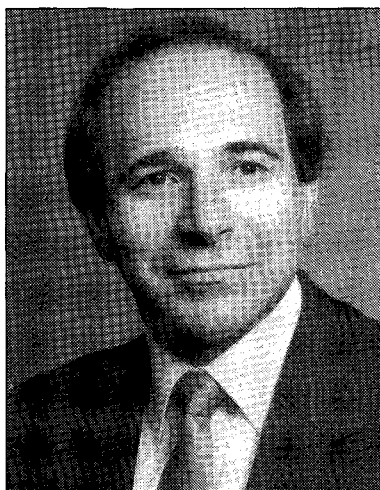
Maybe you are expanding your responsibilities beyond recreation planning to include involvement in dependent care issues. If so, join Peggy Pizzo, lobbyist for daycare issues as she probes the question, **"Who's Taking Care of Them?"**

If you think these sessions sound interesting, wait until you hear about the others!

Katie Heidrich, Ph.D., president of CenterPoint Management, Inc. and author of NESRA's soon-to-be-released text on volunteers, will reveal her secrets to motivating volunteers. **"The Three Rs of Volunteerism"**—recruiting, retaining and rewarding. This session will give you an in-depth look at successful recruiting methods, ways to reduce volunteer turnover and burnout, and new approaches to meaningful recognition. Dr. Heidrich wishes to personalize this session by addressing attendees' needs. She invites potential attendees to share their experiences and concerns regarding volunteers in advance by calling her at CenterPoint Management, Inc., (815) 485-3230.

Volunteers such as interns are vital to the success of many ES&R departments. To learn how to maximize the benefits of working with ES&R interns, attend **"Meeting Internship Expectations."** This round table discussion will take place between university internship program directors and a former intern. Participate in the forum as they address the importance of reaching a balance between students' expectations and the expectations of their on-site supervisors.

While interns are helpful human resources, computers are becoming essential operating tools. If you are considering purchasing computer equipment and software, and you have little or no experience with



Marc Rabinoff, Ph.D., associate dean, School of Professional Studies, will address "Risky Business"—the relationship between recreation and risk.



Katie Heidrich, Ph.D. will reveal "The Three Rs of Volunteerism"—recruiting, retaining and rewarding.

computers, attend **"Computers: How They Can Help You."** During this session, Harry Stevens II, vice president of Systems Coordinators, Inc. will introduce the uses of PCs in ES&R associations. He'll explain what equipment is necessary, what off-the-shelf software programs are available and how to set up a system.

NETWORKING

Throughout the conference, you will be surrounded with


knowledgeable, competent colleagues willing to share their success secrets with you. Many of them will be recognized for their achievements at the Management Luncheon, where the Employer of the Year will also be honored. Recognizing the rich resources within our membership, we've incorporated **Strategy Exchange** sessions in the conference program so you can capitalize on each other's assets, philosophies, techniques and hindsight experiences. Not only will Strategy Exchange sessions be devoted to employee store and health issues but also working with volunteers, risk management and an array of topics vital to ES&R management.

Attendees will benefit from an abundance of innovative ideas as they network among their peers and visit an expected sold-out exhibit hall. Over 120 exhibitors will display the latest products and services to enhance your ES&R programs.

ADDITIONAL ACTIVITIES

Besides all of this, you will also participate in entertaining activities such as a welcome mixer, regional breakfasts, an indoor carnival, the President's Dinner, and dancing to The Admirals' music. At the President's Dinner, you'll laugh as comedian Norm Crosby performs—a performance sponsored by the Las Vegas Convention and Visitor's Authority. You'll also have plenty of time to venture through some of the most remarkable historical sites in Washington D.C.

CONCLUSION

Any ES&R manager can see attending this conference is a must. It offers all the components of a rewarding experience—educational sessions, networking opportunities and entertaining events. As you listen for new ideas, learn successful techniques and share your experiences, you will learn how to **"Capitalize Your Assets."** 

NESRA's 49th Annual Conference & Exhibit
May 16-20, 1990
Hyatt Regency Crystal City
Arlington, VA

Instructions

1. Please use one form per person/couple—photocopies allowed.
2. Complete all portions of this form and mail to:
 NESRA, 2400 South Downing Avenue, Westchester, IL 60154
 NESRA's phone number is (708) 562-8130
3. Your name and company will appear exactly as you indicate.
4. Please read registration, hotel, and cancellation policies.
5. Print or type all information clearly.

Registration Policy

The registration fee includes attendance at all events, business meetings, educational sessions, conference meal functions, exhibit hall and planned social events.

Hotel Housing Policy

All room reservations must be made directly with the Hyatt Regency, Crystal City. We cannot guarantee availability of room after April 15, 1990. The NESRA conference rate at the Hyatt Regency is \$107 single and \$117 double. A reservation card will be part of your registration confirmation packet. Should you prefer to phone in your reservation, the number is (703) 418-1234. Please be sure to state that you will be attending the NESRA Conference.

Cancellation

Full registration will be refunded if cancellation is received postmarked no later than April 15, 1990. After this date, a refund cannot be guaranteed.

NESRA'S 49th ANNUAL CONFERENCE REGISTRATION

Name _____ nickname _____

Title _____

Company _____

Address _____

City _____ State _____ Zip _____

Spouse/Guest name _____ Spouse/Guest nickname _____

Is this your first National NESRA Conference? Yes ☐ No ☐

Are you a CESRA? ☐ CESRL? ☐ neither ☐

Registration Fees	Before 4/15/90	After 4/15/90	Amount
Delegate-NESRA member	\$325	\$350	_____
Non member delegate	\$345	\$370	_____
Associate member not exhibiting	\$420	\$445	_____
Commercial attendee not exhibiting	\$450	\$475	_____
Spouse/guest	\$175	\$185	_____
Student	\$145	\$150	_____
Retiree	\$ 75	\$ 75	_____

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Total

Volume Buying for Employee Stores

You want to get the highest quality product at the lowest possible price with the minimum amount of risk. Here is a discussion of the issues to consider.

by Bruce Czernek

Volume buying for your employee store is at best tricky and at worst the single biggest problem you can generate for yourself. You've probably encountered vendors who want to sell you the same items at different prices. Most will offer some discount if you purchase in volume quantities. The question is, are they really doing you a favor? You must evaluate several factors before you can make an intelligent buying decision.

Make one person responsible for volume buying. This person needs to be familiar with how an item, or a similar item, sells. With one person in charge, it is easier to coordinate various arrival dates with the budget, warehouse space and sales floor availability. A deal is only terrific if the item sells. The best way to find out if your customers are interested in something is to ask them. Remember, if you have to mark an item below cost in order to gain customer interest, it wasn't a great deal.

BUDGET CONSIDERATIONS

When to buy in large quantities is as important as what to buy. For most of us, our respective budgets will dictate whether we can afford to buy in volume or buy just enough until additional funds are available. For others, the deciding factor may be the time of year. If you're approaching your Christmas season, you want to buy heavy in September so you will have adequate stock on hand for your customers in December. Another factor may be an approaching price increase. A great way to increase your gross profit is to buy heavy before the vendor raises the price. Keep the same retail price until you sell half of whatever quantity you've purchased,

then raise the retail price gradually to your established mark-up based on the new cost. This will greatly reduce any customer "sticker shock."

SPACE CONSIDERATIONS

An additional and extremely important factor is space. Whether you are working in a 400 square-foot or a 10,000 square-foot area, there is never enough space to do all you would like. You may have to postpone or cancel some buying decisions because there is no room for the additional product. To avoid this situation, set priorities to determine which products are most important, and order those first.

Certain goods should not be purchased in volume, such as perishable items. You can't justify purchasing a year's supply of candy just to receive a volume discount. Most likely, you will lose all your savings when you end up destroying unsalable merchandise. When feasible, run a test using a smaller quantity buy. If you get the response you are looking for, then buy big. Items which are not going to turn at least twice a year should not be considered. Ideally, you should turn your entire inventory four times per year.

VENDOR CONSIDERATIONS

Make sure you are making the buying decisions, not your vendor. Don't believe, "There may never be a price like this again" or "I must have the order now so you can get this great deal."

Be aware of any and all return possibilities. Will the vendor take back defective items? Can you offer

A Calendar of Special Events

Use these special events to launch health promotion activities or stimulate health-risk awareness. For more information, please contact the sponsoring organization directly. If you'd like a copy of the full calendar, entitled the *Healthfinder*, please contact the National Health Information Center at (301) 565-4167.

FEBRUARY

American Heart Month. *American Heart Association, 7320 Greenville Ave., Dallas, TX 75231. (214) 373-6300. Contact: Local chapters.*

10-14

National Safety Sabbath. *National Safety Council, 444 North Michigan Ave., Chicago, IL 60611. (312) 527-4800. Contact: Sharon Gamache.*

National Alcohol Awareness Month. *National Council on Alcoholism, Inc., 12 West 21st St., New York, NY 10010. (212) 206-6770. Contact: Public Relations Dept.*

1-7

World Health Week. *American Association for World Health, 2001 S St., NW., Suite 530, Washington, DC 20009. (202) 265-0286. Contact: Sharon Lean.*

7

World Health Day. *American Association for World Health, 2001 S St. NW., Suite 530, Washington, DC 20009. (202) 265-0286. Contact: Margaret Farrell.*

MARCH

National Nutrition Month. *American Dietetic Association, Sales Dept., 216 West Jackson Blvd., Suite 800, Chicago, IL 60606-6995. (312) 899-0040. Contact: Sharon Denny.*

4-10

Save Your Vision Week. *American Optometric Association, Communications Center, 243 North Lindbergh Blvd., St. Louis, MO 63141. (314) 991-4100. Contact: Communications Center.*

21

American Diabetes Alert. *American Diabetes Association, Public Relations, 1660 Duke St., Alexandria, VA 22314. (800) 232-3472. Contact: Local chapters or Amy Danzig at the national office, extension 7288.*

22-28

National Organ Donor Awareness Week. *American Council on Transplantation, 700 N. Fairfax St., Suite 505, Alexandria, VA 22314-2046. (703) 836-4301. Contact: Arthur Harrell.*

MAY

American Bike Month. *National Safety Council, 444 North Michigan Ave., Chicago, IL 60611. (312) 527-4800. Contact: Donna Siegfried, extension 7206.*

Correct Posture Month. *American Chiropractic Association, 1701 Clarendon Blvd., Arlington, VA 22209. (703) 276-8800. Contact: Pat Evenson.*

Mental Health Month. *National Mental Health Association, 1021 Prince St., Alexandria, VA 22314-2971. (703) 684-7722. Contact: Bonnie O'Neill.*

APRIL

Cancer Control Month. *American Cancer Society, National Headquarters, 3340 Peachtree Dr. NE., Atlanta, GA 30326. (800) ACS-2345; (404) 320-3333. Contact: Local chapters.*

National Blood Pressure Month. *National High Blood Pressure Information Center, 120/80 National Institutes of Health, Bethesda, MD*

20892. (301) 951-3260. Contact: Mary McDonald.

National Physical Fitness and Sports Month. *President's Council on Physical Fitness and Sports, Judiciary Plaza, 450 Fifth St. NW., Suite 7103, Washington, DC 20001. (202) 272-3424. Contact: Dr. Matthew Guidry.*

National Sight Saving Month. *National Society to Prevent Blindness, 500 East Remington Rd., Schaumburg, IL 60173. (800) 221-3004; (708) 843-2020. Contact: Public Relations Dept.*

Older Americans Month. *Administration on Aging, 330 Independence Ave. SW, Washington, DC 20201. (202) 245-0058. Contact: Nancy Wartow.*

1-7

National Physical Education and Sports Week. *American Alliance for Health, Physical Education, Recreation and Dance, 1900 Association Dr., Reston, VA 22091. (703) 476-3417. Contact: Judy Young.*

6-12

National Running and Fitness Week. *American Running and Fitness Association, 9310 Old Georgetown Rd., Bethesda, MD 20814. (301) 897-0197. Contact: Lisa Gundling.*

16

National Employee Health and Fitness Day. *National Association of Governors' Councils on Physical Fitness and Sports, 201 South Capital Ave., Suite 440, Indianapolis, IN 46225. (317) 237-5630. Contact: Public Affairs Dept.*

SEPTEMBER

National Cholesterol Education Month. *National Cholesterol Education Program Information Center, 4733 Bethesda Ave., Room 530, Bethesda, MD 20814. (301) 951-3260. Contact: Information Specialist.*

National Sickle Cell Month. *National Association for Sickle Cell Disease, 4221 Wilshire Blvd., Suite 360, Los Angeles, CA 90010-3503. (800) 421-8453; (213) 936-7205. Contact: Local chapters or the national office.*

OCTOBER

Breast Cancer Awareness Month. *National Alliance of Breast Cancer Organizations, 1180 Avenue of the Americas, 2nd Floor, New York, NY 10036. (212) 221-3300. Contact: Amy Schiffman or Diane Blum.*

Family Health Month. *American Academy of Family Physicians, 8880 Ward Pkwy., Kansas City, MO 64114. (800) 274-2237; (816) 333-9700. Contact: Beth Paulsen.*

National AIDS Awareness and Prevention Month. *Centers for Disease Control, 1600 Clifton Rd., Atlanta, GA 30333. (404) 639-0965. Contact: National AIDS Education and Information Program.*

National Liver Awareness Month. *American Liver Foundation, 998 Pompton Ave., Cedar Grove, NJ 07009. (800) 223-0179; (201) 857-2626. Contact: Fran Weiss.*

1-8

Mental Illness Awareness Week. *American Psychiatric Association, 1400 K St., NW, Washington, DC 20005. (202) 682-6000. Contact: Public Affairs.*

7-13

National Fire Prevention Week. *National Fire Protection Association, Batterymarch Park, Quincy, MA 02269. (617) 770-3000. Contact: Public Affairs Dept.*

16

World Food Day. *National Committee for World Food Day, 1001 22nd St. NW, Washington, DC 20437. (202) 653-2404. Contact: Patricia Young.*

NOVEMBER

National Alzheimer's Awareness Month. *Alzheimer's Disease and Related Disorders Association, 70 East Lake St., Suite 600, Chicago, IL 60601. (800) 621-0379; (312) 853-3060. Contact: Local chapters.*

National Diabetes Month. *American Diabetes Association, Public Relations, 1660 Duke St., Alexandria, VA 22314. (800) 232-3472; (703) 549-1500. Contact: Local chapters or Amy Danzig at the national office.*

14-Dec 31

Christmas Seals Campaign 1990. *American Lung Association, 1740 Broadway, New York, NY 10019. (212) 315-8700. Contact: Local Chapters.*

15

Great American Smokeout. *American Cancer Society, National Headquarters, 3340 Peachtree Dr. NE, Atlanta, GA 30326. (800) ACS-2345; (404) 320-3333. Contact: Local chapters.*

25-Dec 1

National Home Care Week. *National Association for Home Care, 519 C St. NE, Washington, DC 20002. (202) 347-7424. Contact: Lauren Sims.*

DECEMBER

Christmas Seals Campaign
continues from November

1

World AIDS Day. *American Association for World Health, 2001 S St. NW, Suite 530, Washington, DC 20009. (202) 265-0286. Contact: Sharon Lean.*

9-15

National Drunk and Drugged Driving Awareness Week. *National Safety Council, 444 North Michigan Ave., Chicago, IL 60611. (312) 527-4800. Contact: Al Lauersdorf.*

NESRA PROVIDES COOPERATING SUPPORT FOR NATIONAL EMPLOYEE HEALTH AND FITNESS DAY WEDNESDAY, MAY 16, 1990

An increasing number of employers across the country are implementing some kind of health promotion program for their employees. Once in place, what are the chances these programs will be successful? A non-competitive event like National Employee Health and Fitness Day can highlight health and fitness programs and help to create and sustain employee participation.

On Friday, May 19, 1989 nearly 200,000 public and private sector employees took to the streets and literally "walked off the job" by participating in the first National Employee Health & Fitness Day (NEHFD). NEHFD was designed to promote exercise and fitness at work.

Employees celebrated the benefits of fitness on the job in a variety of ways. A walk over the lunch hour was the activity of choice for most of the participating companies.

What will happen on NEHFD, Wednesday, May 16, 1990? Certainly the size of your company's workforce and your site location will dictate the types of events presented. But, whether you are in an industrial zone area, in a congested urban center or adjacent to a city park, you can offer an event that can be healthy, safe and enjoyed by all your employees. To assist your planning of the event, the following outline has been created:

PLANNING TIPS

- Enlist the help of the local health and fitness resources (i.e., YMCA, parks and recreation department, private health & fitness clubs and contractors). This is an excellent opportunity to discover who best suits the needs of the company.
- Create a committee of employees who are currently fitness advocates. These "fitness buffs" will be honored with this distinction and can help fellow employees get more involved in fitness.

HEALTH TIPS

- Offer juice and fruit after employees have taken the stairs to the office or walked from a distant parking lot.
- Offer a nutrition workshop or class before or after work. Promote the nutritional food selections within the cafeteria via table tents.

FITNESS TIPS

- Establish a walk course for lunch time and after work, suggest that employees go with coworkers.
- Create a friendly employee competition between departments. Offer points for every health and fitness-related activity (i.e., 5 points for a noon walk, 3 points for taking the stairs, 1 point for choosing an apple as a snack). Award the winning division with a trophy which will be presented annually.

An official National Employee Health & Fitness Day promotion kit is available through the National Association of Governors' Councils on Physical Fitness & Sports. This kit will give you all the suggestions, materials, and employee incentives to conduct a successful day. For information on NEHFD and available materials, contact: NAGCPFS, 201 S. Capitol Ave., Pan Am Plaza, Suite 440, Indianapolis, IN 56225 or call 317/237-5630. Hopefully, NEHFD will be the catalyst your company needs to boost the health & fitness program for all your employees.



Facility/Equipment Safety

One aspect of a thorough accident prevention program is consistently checking your facility and equipment to ensure safety. Here is a proactive standard of care.

Garth S. McHattie, Ph.D.

Those of us involved in recreational programming and/or facility management are constantly looking for ways to reduce and eliminate potential liability situations. As part of our standard of care we compare the activity being programmed and the anticipated number of participants with the potential site to be sure the facility can safely, easily

and comfortably accommodate the activity. We monitor the facility each day (actually several times each day) to be sure the building does not contribute to possible accident situations (i.e., a roof leaking over the floor where a basketball league is scheduled to play). Managers utilizing a similar standard of care are congratulated; those who are not are encouraged to implement one. It could save you money in the long run.

PROACTIVE ACCIDENT PREVENTION

Being proactive regarding facility and activity coordination are important facets of a complete accident prevention program. It is imperative for us to continually (every time it is used) survey activity equipment for signs of fatigue, stress and abuse. Survey equipment to make sure:

- Grips are tight and in good condition (all racquets and bats).
- Safety straps are strong (no frays) with appropriate knots and buckles tight and secure (racquetball racquets, softball/baseball gloves, masks and other caters' equipment, etc.).
- All attachments (screws and bolts) are secure.

- Wooden equipment has no visible cracks or splinters.

These equipment issues are an integral part of a proactive accident prevention and reduction program.

ACTIVITY, EQUIPMENT AND FACILITY ANALYSIS

The key element in the proactive approach to facility/equipment safety is the thorough analysis of each and every activity, its specific equipment and even the facility itself to identify possible accidents that could happen during an activity which could be caused by equipment and/or facility failure. This analysis identifies the behavior participants should exhibit during the activity. A proactive analysis is completed by a team comprised of participants proficient in the activity, facility managers and activity specialists. By keeping in mind how equipment should be used, how it is actually utilized and the facility needs, the team develops an activity-specific observation and evaluation checklist for the equipment and the facility.

In terms of the facility, a safety checklist should be completed several times during the operating day; it forms the basis for decisions to postpone or move a specific activity. The person completing the checklist should sign and place it on file. Develop a communication network to notify appropriate individuals on your staff, in case activities are postponed or moved to another location. It is important to notify as many participants as possible about any location changes and the reason/s why and to have an appropriate staff member at the site in case people do show up. Signs usually don't work.

The equipment checklist is the basis for repairing and eliminating damaged equipment. For this approach to be proactive there must be more than just identification of problem equipment. While it is important for us to identify equipment problems, it is imperative that we do something about the situation—take the equipment out of operation. If we continue to use the basketball floor while the roof is leaking and if we continue to use damaged or faulty equipment, we open the door for accidents and liability suits. To be proactive, it is essential to take appropriate action.

EQUIPMENT USE/ PARTICIPANT BEHAVIOR

The home video movement is becoming very strong these days. So strong that one of the major networks has initiated a program to present home videos submitted by the general public. On one of the promotional segments, the video shows a father playing ball with his young children. The way the equipment was being utilized created a problem situation that could have been avoided. The father was standing behind and to one side of the young child, who was holding and then swung the plastic bat. In case you haven't seen the video clip, use your imagination as to where the father was hit! The analogy for us in recreational programming is that this type of accident can and should be prevented. While we discard faulty equipment and move activities because of facility problems, we should also develop strategies that educate participants and spectators alike on safe equipment use.

This common sense educational program should be four-fold:

1. Establish utilization policies with

your staff. This forms the basis for all the educational programs for accident prevention. Based upon a thorough understanding of the activity, you and your staff should develop safety policies specific to each activity. When writing these policies be sure they are written in a positive fashion. Negative statements seldom work and present a rather bad public relations image. Remember, you want the participant to be safe and to have a pleasant experience.

2. Incorporate your utilization policies into instructional programs taught by staff and/or volunteers. For a policy to be effective, it must be incorporated into operating procedures. This requires that management be committed to incorporating the principles into the instructional program and then train the activity staff on the policies. After training staff, the manager must see that these policies are actually incorporated into the program. In this phase, communications and supervision become very important to policy implementation.

3. Supervise activity areas continually for possible positive interventions. Your staff should be proficient in the activity area they are supervising. Remember, these individuals are there to assist participants with the activity (to make suggestions when asked), not to police an activity. These individuals must enforce the policies in a positive manner. For these individuals to be effective, they should complete a training program that includes conflict management, interpersonal communications and activity analysis so they can present a positive image to the participant while being certain that equipment and facility policies are being followed. Give positive and consistent feedback, so your staff understands and can confidently implement policies.

4. Post positive signs in appropriate locations in the facility. It is important for us to remember that these signs should be positive in nature and utilize graphics instead of verbage.

CONCLUSION

Accident prevention takes a constant and consistent effort by your entire department. That effort focuses attention on the facility, the equipment to be used, the instructional segments of the program and the supervision of the facility. If you are proactive in your approach, the results are positive for all concerned: Fewer accidents, reduced costs, increased life of facility and equipment, increased participant satisfaction. Why not try it—it might work for you!



Garth S. McHattie, Ph.D. is Professor and Coordinator of Recreation Leadership and Management for the Department of Health, Physical Education and Recreation at Ferris State University in Big Rapids, Michigan.

For over 40 years, skiers have been flocking to the Alpine slopes of Austria, France and Switzerland. What is a natural vacation decision for 80,000 American skiers every winter should be the same decision for American golfers.

Scotland, the cradle of the golfing sport, attracts the most golfers, followed by Ireland and Portugal.

Central Europe, with the picturesque Alpine regions of Austria, France and

Switzerland, is still virtually

virgin territory to the North American golfers.

Like here in the U.S., golf has gained tremendous popularity in Europe, with championship courses being offered in every country. Austria, France and Switzerland, for example, have made sizeable commitments to upgrading their facilities. Many nine-hole courses have been converted into 18 holes and are being designed by noted American and British architects. One fine example is Jack Nicklaus' latest golf and country club, Gut Altentann, close to Salzburg, Austria. Gut Altentann is in essence, by design and play, an American course and is highly regarded by the European players. Most European clubs have active teaching programs with pros from England and America giving lessons.

SAMPLE PACKAGES

Your golf holiday can be a multicultural adventure, filled with unique experiences and exciting activities. For example, let's say you have chosen the Geneva and

Interlaken area for a week of golfing in Switzerland. Upon arriving at Geneva Airport, a short 35-minute drive delivers you to the Chateau Bonmont, your hotel for the next four days. The hotel dates back to the 12th century. Situated in the countryside overlooking Lake Geneva, the Chateau Bonmont, with its own 18-hole golf course, is one of the finest clubs in Switzerland. Only four miles from the French border, golfers can also play the Divonne Golf Course in France, located a scenic 20 minutes from the Chateau. Divonne also has other activities for those looking for a break from the greens. After experiencing the "French way," sampling the fine wines of the region, dining and tasting the culinary delights at a leisurely pace, it is time to leave for Interlaken in the German part of Switzerland.

Even though it is only one hour and 20 minutes by car, the areas are vastly different. In Geneva, the rolling hills of the Jura Mountains contrast with the high towering peaks of the Jungfrau mountains in Interlaken. The French language and its more laid-back lifestyle of the Geneva region set apart the Germanic, more rigid outlook in Interlaken. You will also find a difference in cuisine. Despite all the changes within short distances, you will find English widely spoken, especially in restaurants, shops and on golf courses.

Interlaken, situated between two lakes, offers a championship course with tournaments available to visitors every week (Lucerne, located 30 scenic miles away, offers another fine 18-hole club). While in Interlaken, make sure to take the train up to the Jungfrauoch, Europe's highest railway station at 11,333 feet. The train takes you to Grindelwald and on to the Kleine Scheidegg and then up to the Joch, through tunnels carved in rock and ice. Don't forget your

PLANNING A EUROPEAN GOLF VACATION

Find out what's in store for your group when you consider this vacation option.

by Leonhard Demelbauer

camera so you can capture some of Europe's unbelievable scenery.

All too soon, your stay in Switzerland comes to an end. On your flight home, your group recounts the jubilations or frustrations on the courses.

POINTS TO CONSIDER

Now that you have made a decision to venture across the "big pond" for your next holiday, you must decide on several topics before you dash off to your travel agent's office for reservations. Having a checklist to structure your golf holiday will be of great assistance. Here are several key points you must decide on:

Dates: The season of travel will determine where you can play golf on the continent. January and February is good playing weather in Southern Portugal and Spain; in June or July you will be more comfortable playing in Austria and Switzerland.

Trip objective: Do you wish to play any rounds as possible during your vacation, or do you wish to mix golf with sightseeing? Tee-off time reservations are a very important part of your journey and must be made as early as possible.

Budget: Have in mind an approximate amount of what your group can spend on your vacation. Golf hotels vary in style and are available in anything from private castles to country inns. By choosing carefully, you can maximize your purchasing value. For example, many ski resorts like Chamonix, Davos and Kitzbuhel have built excellent golf courses to attract more off-season business. Remember, the larger the group, the more discounts you can get. While a typical golf group consists of around 12-16 people, you

can get great discounts for groups of 20 or more.

Itinerary: Have your travel agent send you brochures on golf vacations in areas you are interested in visiting. Time spent studying them will benefit you later when you make selections with your agent. Try not to see all of Europe in 10 days. If you plan to move about, stay at least three nights in each location. It gives you a chance to savor the local charm with a round or two at the area's golf clubs.


Transportation: Once you have landed overseas, you'll want to maintain mobility and flexibility. Unless you plan to stay at one location for your holidays, you'll need to consider different modes of transportation. For groups of between two and 12 people, a self-drive rent-a-car is the most economical solution. Be careful to choose a car large enough to accommodate all passengers and their luggage. For groups of over 10 people, a chartered bus of the appropriate size becomes financially feasible, with the driving left to a professional so everyone in the group can enjoy the scenery.

Equipment, lessons, golf carts: Like most avid golfers, you may feel more comfortable with your own clubs. Should you choose to leave yours at home, rentals are available. Lessons, like tee-times, should be booked well in advance. Riding carts are available only on limited quantities—and outright banned from many courses. Pullcarts are readily available and with prior notification, you can reserve caddies.

Your travel agent: Even if your travel agent is not a golfer, s/he can match your requests with the right vacation package. If ready-made package programs do not fit your needs, ask your travel agent if the tour operator can custom-design a tour for you. The price may be slightly higher, but it is better to pay more and have the vacation you planned than to have

a bargain and hate every bit of your holiday. Your travel agent is a very important link in planning your non-golf activities. Scheduled tours of historic and cultural sites are available for all major European towns. Your travel agent will also work with the tour operator to get you the lowest transatlantic flight price possible and arrange with airlines to transport your golf clubs free of charge.

TRIP COSTS

How much does a typical one week golf holiday in Europe cost? Depending on the season you travel and hotels you choose, a seven-night tour with daily meals, five rounds of golf, rent-a-car fees, and round-trip flights (New York to Europe), packages range from \$1,259 to \$2,500 per person. Good luck in your planning, and bon voyage! 

Leonhard Demelbauer is president of Adventure Golf Holidays in Westfield, Massachusetts.

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NESRA 1989 SALARY SURVEY



1989 SALARY SURVEY

**Find Out Exactly How Your
Position and Salary Compare
With Others In Your Field!**

The 1989 NESRA Salary Survey reports on 733 pay rates of 10 different positions at various levels of education. The results are presented by size of company, facility, budget, experience, full-time employee services and recreation employees, and region.

Member Price:

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Nonparticipant \$75.00

Nonmember Price: \$100.00

Name _____

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Address _____

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Qty. _____

@ Survey Participant Price \$50.00 _____

@ Nonparticipant Price \$75.00 _____

@ Nonmember Price \$100.00 _____

Total Amount Enclosed \$ _____

Send check and order form to:

National Employee Services and Recreation Association

2400 S. Downing Avenue • Westchester, IL 60154

PC-Based Measurement Device Available

Bio•Works, Corp. introduces a new, computer-based system for gathering and recording measurements of the body's reaction to stress. The system allows accurate Electro-Dermal Resistance (EDR) data to be gathered in the clinical setting, or in the patient's own environment—wherever there is access to a personal computer (PC).

EDR, the best studied and most reproducible of the physiologic responses, has to date been limited primarily to usage in the clinical setting. The DM100 System allows patients to practice their EDR control techniques and record their results in their own environment. Not only will the data acquired be more accurate, but health care professionals will be able to maximize the effectiveness of their diagnostic and therapeutic programs by increased use and greater program compliance.

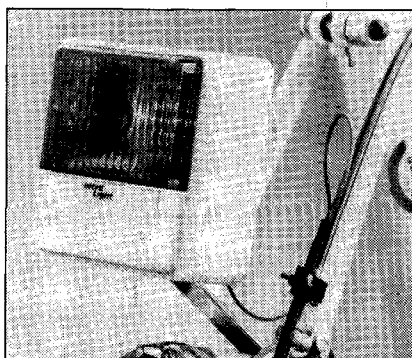
The DM100 is a computer-based hardware and software package designed to provide extremely accurate EDR data plus the ability to record, file, retrieve, edit and print this data. The software can be customized by the clinician according to the specific needs of individual patients. These features allow in-depth review of outpatient sessions, increasing the effectiveness of regular clinic visits.

The compact, portable DM100 System plugs directly onto the serial port of an IBM PC, XT, AT, PS/2 or compatible, including laptops. The DM100 System is available in two versions. The DM100 Professional, which offers data resolution to 500 ohms (2,000 u mhos) and the DM100 Personal, which features data resolution to 2,000 ohms (500 u mhos). Both the Professional and the Personal systems include

hardware, software, user's guide, cables, sensors, a full one-year limited warranty, and is backed by a no-risk 30-day money back guarantee. A free demonstration disk is available upon request.

For more information, contact Bio•Works, Corp., P.O. Box 1388, Hayden, ID 83835-1388, (208) 773-7345.

Safety Brake Light for Bicycles



The Cycle Brake Light from Ultralight (Lighting) Ltd. gives other road users behind the bicycle a clear indication of when the cyclist applies the brakes, allowing them additional time to slow down.

Compact and attractively styled, the brake light can be fitted to the rear brake mounting of any bicycle in minutes. It is powered by two internal pencil-type batteries, and is independent of other electrical systems on the cycle.

The single wire protruding from the back of the light unit is attached to the adjuster nut of the rear brake by a nylon bracket. A stainless steel connector spring makes contact when the brake is applied, which completes the electrical circuit through the frame of the cycle and lights the lamp.

The brake light can significantly reduce the incidence of accidents in which cyclists slowing down are hit

by following traffic.

For more information, contact Ultralight (Lighting) Ltd., Unit 212, Springvale Industrial Estate, Cwmbran, Gwent, Wales NP44 5BJ, 44-6333-79031.

Indoor Miniature Golf Courses



Lomma Enterprises, Inc., features indoor miniature golf, which allows miniature golfers to play a round despite rain, snow, cold or gloom of night.

This company manufactures the courses which can be used in renovated factories, abandoned lofts, old auto dealerships, storerooms and vacant storefronts.

The prime advantage, particularly in the Northeast, is year-round play. Rainy, cold weekends can be the busiest days. Not only will families use the course, but golfers will do so too, trying to sharpen their putting skills. Indoor miniature golf is also becoming popular in the dry arid Southwest—thanks to air conditioning.

The cost of setting up an indoor miniature golf course is not as much as one would think. Since the building is already in place, there is no site preparation or expensive outdoor lighting.

Lomma Enterprises, which has been making miniature golf courses for 35 years, has specially designed

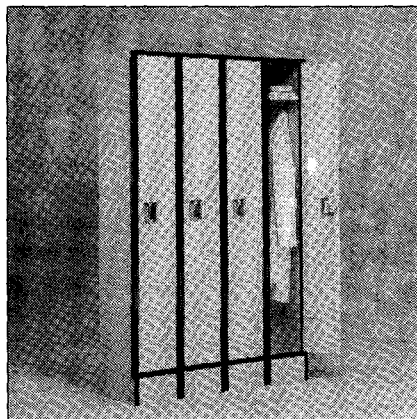
courses to fit almost any square footage.

The holes and obstacles are just as challenging as outdoor courses. They are also customized and interchangeable, enabling an investor to arrange and rearrange them to fit almost any layout.

Since Lomma Enterprises sells the courses outright, there are no franchise or license fees.

For more information, contact Lomma Enterprises, Inc., 1120 S. Washington Ave., Scranton, PA 18505, (717) 346-5559.

Quietly-Closing Lockers



Penco Products offers Medallion lockers, lockers which close quietly.

The Medallion locker line closes quietly because each locker door is reinforced with a steel sound-deadening panel. The panel absorbs vibrations and serves to greatly reduce noise. Other features such as sound cushioning rubber bumpers and the deletion of door louvers ensure a quiet locker area atmosphere.

Color coordinated two-tone door and frame assemblies allow for blending or contrasting Medallion lockers with any decor. Medallion locker frames, available in black, tawny tan and light putty, can be combined with door and body parts in any of 17 available decorator colors to beautifully meet all color needs.

Complementing the locker's aesthetic appearance is the Classic II recessed handle which also facilitates effortless opening and prevents clothing or other articles from snagging on the locker front.

Medallion lockers are available in five models: Single-tier, double-tier, three-tier, two-person, and duplex. They are available in widths ranging from 12 to 18 inches, depths of 12 to 24 inches, and in frame heights of 60 to 72 inches. Heights do not include six-inch legs which are supplied with all lockers unless otherwise specified.

Coat hooks, coat hanger rods (in lockers at least 18 inches deep), and hat shelves are standard features on Medallion lockers.

For more information, contact Penco Products, Inc., Brower Ave., Oaks, PA 19456, (800) 562-1000.

New Database Available

Instant access to the EBIS™—Employee Benefits Infosource database is now available through Dialog Information Services, Inc., as File 22. EBIS™ was developed by the International Foundation of Employee Benefit Plans because of the growing importance of employee benefits and an increasing demand for authoritative information. It contains references and abstracts pulled from approximately 350 English language periodicals, newspapers and newsletters. Additional sources are research reports, news releases and proceedings. The scope of the coverage is worldwide, with emphasis on the United States and Canada. Materials in the file are selected for their relevance and applicability by the International Foundation's experienced staff of information specialists.

Currently, more than 23,000 records are in the file, with continual updating by the International Foundation adding 400 to 500 records per month.

EBIS covers nine major subject areas in employee benefits: Types of benefits, benefit sectors, group insurance, international benefits, investments, health care, compensation, personnel management and benefit plan service providers.

Its comprehensive coverage of employee benefits and its ease of use makes EBIS an excellent source of information for anyone involved in the operation of benefit programs.

Dialog is an online information retrieval service, with more than 320 databases, and is available worldwide. It provides access to EBIS and a wide variety of other information sources featuring general reference, business, scientific and technical information, as well as the complete text of articles from more than 600 newspapers, magazines, trade journals and other periodicals.

For more information, contact Dialog Information Services, Inc., 3460 Hillview Ave., Palo Alto, CA 94304, (800) 334-2564 or (415) 858-3785 (outside U.S.).

Playground Equipment Available



New Horizon Play Structures feature a variety of slides, sliding poles, and climbing ladders. More than 80 modular components are available, making several designs possible.

New Horizon structures consist of square, triangular and rectangular decks, ranging from single-level to split and multilevel, in aluminum,

redwood or plastisol-covered expanded metal. In addition to galvanized handrails, guardrails, and uprights, this company offers customers a choice between two deck sizes and several deck colors.

Play structures include two tube slides, or single slide, one double slide, two cyclone climbers, a straight bridge, an arch climber, an angle slide pole, a stepladder and other components.

For more information, contact Quality Industries, P.O. Box 765, Hillsdale, MI 49242-0765, (517) 439-1591.

Book for Working With Substance-Abusing Employees

The Addiction Research Foundation offers *The Silent Pain*, a book providing help to the supervisor who is suffering the "silent pain" of having to work with a substance-abusing employee.

Such a supervisor may well find that, in hoping that a solution will emerge to the employee's problem, s/he might actually aggravate it by covering up or "taking up the slack" for the unproductive employee. This manual will help the supervisor avoid procrastination and reach simple, clear and humane methods of addressing the problem.

For more information, contact Addiction Research Foundation, Sales and Promotion Dept. CAT89, 33 Russell St., Toronto, Ontario, Canada M5S 2S1, (416) 595-6059.

Teamwork Video Offered

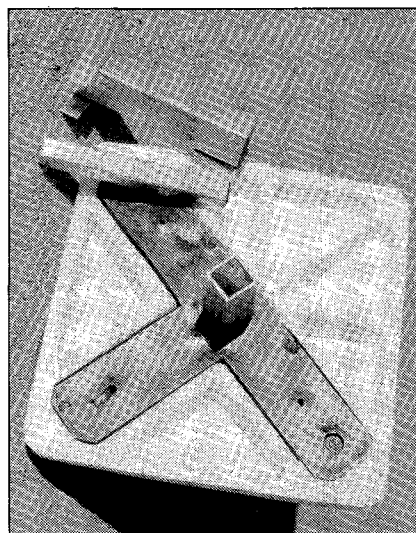
American Media Inc. offers "Together," a new video designed to foster positive attitudes about teamwork.

This video can be used as an effective motivational session-starter.

It is creative and diverse and it can give a motivational spark to every training session and seminar. "Together" uses entertainment to convey its message in a sudden, high-impact way. Your employees will learn the importance of team spirit and be motivated to work together.

For more information, contact American Media Inc., 1454 30th St., West Des Moines, IA 50265, (800) 262-2557, (515) 224-0919 (in Iowa).

New Bases Available



Beacon Products Co. introduces the Stay Down convertible base. Designed to help avoid injuries to sliding players, these patented bases function like conventional stationary bases during all aspects of regular play. However, when a runner slides out of control—when most injuries occur with a standard base—these bases will flex and disengage from the mount. A recent university study showed that the use of breakaway bases can reduce sliding injuries by as much as 96 percent.

Another base, Soft Touch, is designed for permanent in-ground installation and the Stay Down is designed to be easily moved with a surface mount system. The Stay Down Convertible base makes use of your existing 1 1/2" or 1" ground

anchors to form a breakaway system. All innovative designs are constructed of a solid resilient material and have superior durability with a nonskid surface. The bases are quickly and easily replaced after disengagement.

These bases have been proven in seven years use and have been accepted by all major softball and youth baseball organizations. They also meet all high school baseball and softball rule specifications.

For more information, contact Beacon Products, Co., P.O. Box 4115, Madison, WI 53711, (800) 747-5985, (608) 274-5985.

Sample Extended-Stay Facilities

New York City's first and largest all-suite hotel group announces a new Manhattan East Suite Hotels Business Class program to make extended business trips to New York City more affordable and comfortable. In addition to full suite accommodations at greatly reduced rates, the special program will extend an invitation to sample the hotels, one night free of charge, with dates subject to availability, to qualified persons responsible for employee extended-stay housing.

These family-run properties offer apartment-like housing with emphasis on personal attention and community atmosphere at low Business Class rates.

For more information, contact Manhattan East Suite Hotels Business Class, 303 Lexington Ave., New York, NY 10016, (212) 779-7000.

Travel Discount Program Available

Taste Publications invites NESRA members to "Discover America at 50 Percent Discount" with its "VIP Card" membership program.

Discover America offers a discount

travel program in a package that includes the new "VIP Card" and a catalog listing Hyatt, Loews, Marriott, Stouffers and other leading hotels among 1,133 properties offering Discover America members half-price accommodations.

The program offers 50 percent savings on lodging, with discounts on dining, car rentals, theaters and attractions, plus the exclusive Instant Rebate Travel Program. Airline tickets may be ordered at the best available prices and will be delivered with a check to the orderer for 8 percent off the ticket price.

Unlike coupon plans, the new Discover America "VIP Card" provides for repeat visits to favored hotels.

Discover America at 50 Percent Discount catalogs are imprinted with the purchaser's name at no extra cost.

For more information, contact Discover America at 50 Percent Discount, 2906 Taylor Ave., Baltimore, MD 21234, (301) 668-5550.

New Walking Shoe Introduced

Musashi U.S.A. Inc. introduces a new walking shoe, in men's and women's styles, with a patented inner sole.

The shoes feature a patented inner sole, a unique ridged insert that massages the wearer's feet with every step. The shoes reduce stress of both the mind and body through exercise and the massaging action of the inner sole.

The Sword Line design of the shoe shifts the foot's balance forward from the heel. This shift in balance results in reduced ankle stress and increased arch support. The Sword Line works in conjunction with the flexible front section of the shoe, enabling the wearer to push off the ground with greater force and strike with less shock.

For more information, contact

Musashi U.S.A. Inc., 2807 Oregon Ct., D-4, Torrance, CA 90503, (800) 234-1750.

Compact Scale Ideal For Dieters



The VitaMinder Company offers its new Diet Scale. This attractive, adjustable scale is designed to weigh foods accurately and conveniently for dieters and for routine kitchen use.

This high-quality scale, with its distinctly modern European design, has a dial which is easily read in both ounces and grams.

For more information, contact VitaMinder Co., 27722 El Lazo Rd., Laguna Niguel, CA 92656, (714) 643-2277 or (714) 498-0418.

New Book Offers Healthy Tips

The American Institute for Preventive Medicine introduces *A Year of Health Hints: 365 Practical Ways to Feel Better and Live Longer.*

This book is a symptom and treatment guide, written in an easy-to-read, tip-a-day format that offers novel ideas in preventing and treating scores of health conditions from everyday complaints such as headaches and sore throats to major medical conditions like heart disease and cancer. It also provides many other stay-healthy tips: How to lose

weight, eat a nutritious diet, manage stress, exercise wisely, have a happier, healthier sex life and much more.

Companies can purchase specially discounted bulk quantities of the book to help reduce health care costs and absenteeism. With *A Year of Health Hints*, employees won't have to wait until a health problem becomes urgent to take action. Instead, by periodically reviewing their diet and lifestyle they can head off trouble before it begins. The 365 tips will help employees ask the right questions, find the right answers, and most important, protect their most precious resource—their health.

For more information, contact the American Institute for Preventive Medicine, 24450 Evergreen Rd., Suite 200, Southfield, MI 48075, (313) 352-7666.

Poster Shows Cholesterol Levels

The Center for Science in the Public Interest (CSPI) offers the "Heart-Guard" poster which not only says which foods raise or lower cholesterol, but also reveals how much each food can raise or lower cholesterol compared to other foods.

Using a formula devised by heart-disease researchers, CSPI's nutritionists have scored more than 300 foods. The scores take into account the amount of saturated fat, polyunsaturated fat and cholesterol in each food. (Those three fatty substances have the greatest impact on how foods affect cholesterol levels.)

Employees can use this 18" by 24" full color wall poster to reduce their cholesterol by substituting foods with lower scores for foods with higher scores. The poster also compares fast foods, and name-brand items.

For more information, contact Heart-Guard, CSPI, 1501 16th St. N.W., Washington, D.C. 20036, (202) 332-9110.



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Recreation Trends Toward the Year 2000

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Principles of Association Management--2nd Edition

An excellent resource guide for the recreation association administrator, this book includes sections on organization, control and planning, committees, legal considerations, marketing and membership development. Published by the American Society of Association Executives. 238 pages.

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Operating Employee Associations: Providing Employee Services and Recreation Programs (New)

Whether you have an existing employee association or are looking to start one, this book is a must. It focuses on the history and philosophy of employee associations, tasks that should be dealt with, the management of people and offers an extensive number of samples for employee association administration. This 148-page book will assist the practitioner by providing state-of-the-art information.

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This 101-page manual provides all the information required to select, begin, and manage a childcare operation. In addition, information is included for the employer to assist employees in obtaining help in existing childcare facilities. Examples of specific childcare operations and other types of employer-supported programs are also discussed.

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A comprehensive, 238-page volume particularly helpful to those needing assistance in administering employee recreation programs. Covers a wide range of employee services and activities with sections on safety, insurance, financing, recognition, banquets and the planning of on and off-site employee activities.

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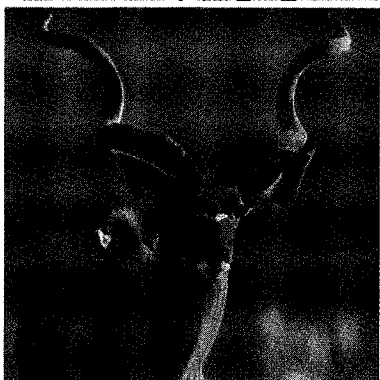
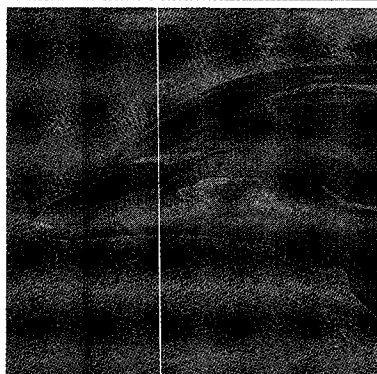
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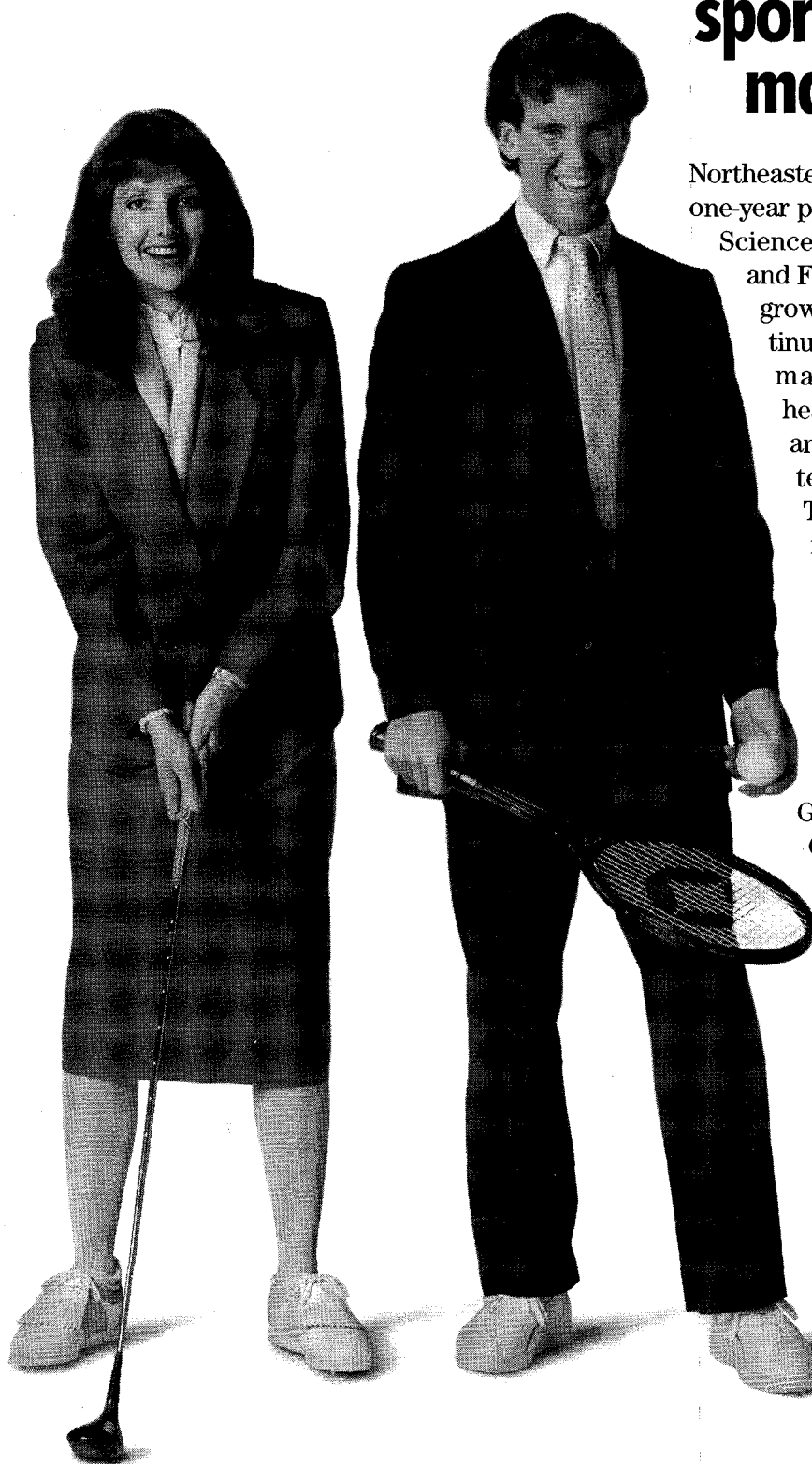
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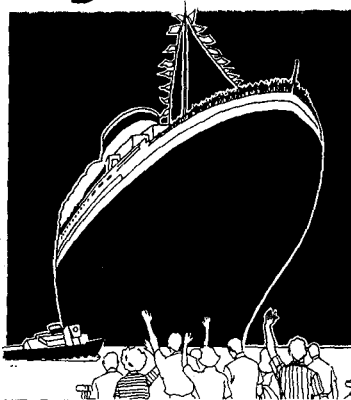
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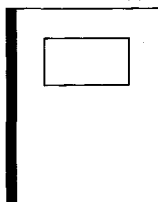
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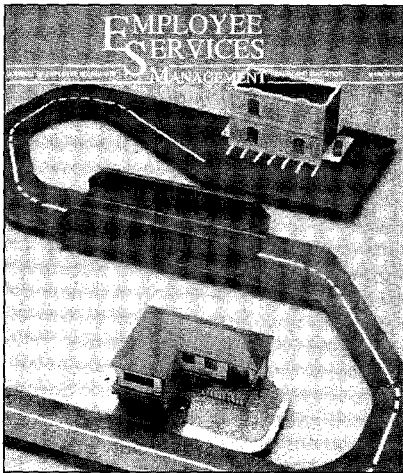
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- MAKING TIME FOR ES&R
- EXHIBITOR'S LISTING AND FLOOR PLAN

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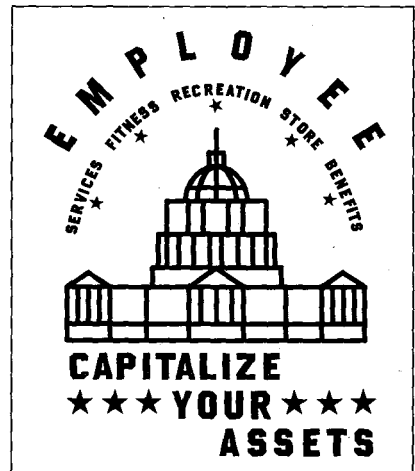
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Children's Scruples

What are American children's reactions to questions on moral matters? Many teens say they might have sex with a steady boyfriend/girlfriend and they might cheat on an exam, reports *The Wall Street Journal*.

A new poll of 5,000 children in grades four through 12 supplied many interesting answers. For example, well over half (65 percent) of high school students say they would cheat on an important exam. When asked about having sex, 54 percent of boys and 22 percent of girls in grades six through 12 say they would have sex with someone they loved. Yet, 11 percent of boys and 22 percent of girls would try to wait, if they could.

If respondents found themselves in the situation of giving advice to a pregnant friend, 57 percent say they would advise the friend to have the baby. Children also responded to a question about abortion; 70 percent say girls should make the final decision about having an abortion.

Although some adults view childhood as a pressure-free phase of life, these young respondents view things differently. They report feeling pressured to obey their parents (80 percent), to do well in school (78 percent) and to prepare for the future (69 percent).

High-Tech Phones

Few office workers use all of the features offered by state-of-the-art phone systems, and companies are spending millions of dollars on redundant features, reports *Association Management*.

A recent no-advertising consumer guide concluded this in its report, which also states that the main problem stems from poor training. Even though advanced features can save time if used properly, these

features are wasted if nobody learns to use them. Few people receive proper training because most offices consider such training a waste of time. Many times dealers are of little or no help when it comes to training since they lack detailed knowledge of the systems they sell.

When purchasing a telephone system, ask questions about all of its features and research companies to discover which ones offer the best training.

Basic Nutrition Education Needed

Even though most Americans read the ingredient labels on food packages, their knowledge of nutrition is startling, reports *American Demographics*.

One company tested 1,000 nationally representative Americans aged 18 and older on their knowledge of nutrition. Of the 40 questions presented to them, respondents answered only 62 percent correctly. When scores were examined in terms of respondents' sex, women scored slightly higher than men (63 percent versus 60 percent). In terms of respondents' age, those in their 40s and 50s scored 64 percent while those under 30 scored 61 percent and those 60 and over scored 57 percent.

The study concludes that Americans lack the basic knowledge of nutritional value and therefore can't apply information about nutrition to their daily lives.

Researchers suggest food manufacturers begin to clearly define unfamiliar terms such as dietary cholesterol and saturated fat with specific food sources.

While health agencies suggest Americans eat six or more daily servings of legumes, few people know what foods are categorized as legumes. For example, 61 percent of Americans think asparagus and

broccoli are legumes.

Americans are also confused about complex carbohydrates. The recommended daily allowance for complex carbohydrates is six or more servings. However, 60 percent of respondents think honey, molasses and corn syrup are included in this category.

Americans are continuously reminded to eat more fruits and vegetables. Believe it or not, 41 percent of Americans think this includes catsup.

Ballroom Dancing Is Great Exercise

Besides getting employees involved in aerobic classes, cross-country skiing and walking/running, you might suggest ballroom dancing for aerobic exercise.

Exercise specialists report that at the competitive level, "fast ballroom dancing can elevate the heart rate as much as running or cross-country skiing," reports the *University of California, Berkley Wellness Letter*. Researchers at California State University, Long Beach recently conducted a study of 45 subjects (aged 18-35) doing a five-minute warm-up and then a 20-minute aerobic section with a cha-cha, a polka, two swing dances (the jitterbug and the Lindy), a Viennese waltz and the samba. Research results revealed that even beginning dancers received health benefits from dancing. The majority of the subjects elevated their heart rates to near maximum training rates, especially during the polka, the swing dancing and the waltz. Dancing is also great for burning calories since even moderate ballroom dancing can burn between 250 and 300 calories per hour and vigorous dancing can burn close to 400 calories an hour.

For employees to receive these benefits from this exercise, instruct

them to stay on the dance floor for at least 20 minutes and dance continuously during that period. Since most ballroom numbers are short, suggest they pair up with a partner who will go the 20-minute distance with them or line up a succession of partners. Social dancing is, for the most part, a low-impact activity because dancing involves varying steps, which makes it unlikely that muscle overuse injuries will occur. Good dancers develop smooth, rhythmic and gentle movements.

Those dancing should take a break every half hour to drink water, whether they feel like it or not. It's important to replenish the fluids lost while perspiring. Dancers should avoid drinking alcohol or abstain from it completely. To further enjoy this exercise, they may wish to dress comfortably in nonrestrictive clothes, avoiding tight underwear, tight belts, neckties and painful shoes. It's also a good idea for them to avoid wearing high heels and, when appropriate, wear aerobic shoes or tennis shoes.

Whether employees are single or have partners, they can look into ballroom dancing at neighborhood studios or the local YMCA. Some places welcome singles. Better yet, if employee interest warrants it, you may like to begin a ballroom dancing class.

Employees Have More to Offer

Many U.S. manufacturing employees say they can give more than their job requires of them. These employees feel their jobs do not utilize their skills to their fullest potential, reports *Personnel*.

A management consulting firm conducted a five-year study of the work climate in U.S. manufacturing firms by surveying 22,600 workers from Fortune 500 manufacturing firms.

Employees often cited poor work climate and ineffective management as the main reasons for their

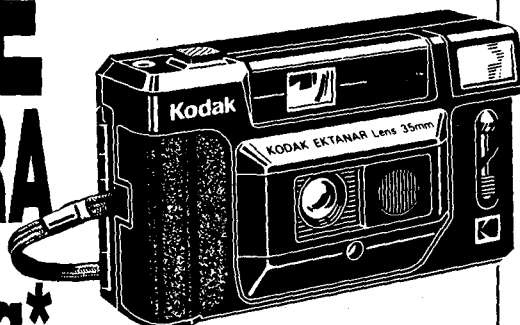
dissatisfaction. Slightly more than half, 54 percent, said their managers regularly manage effectively and 57 percent convey a great need for change in their company's climate.

The effectiveness of immediate supervisors usually affects whether or not employees feel satisfied or dissatisfied.

What particularly affects employee satisfaction is whether or not employees feel they have influence, whether workers take on responsibility, how much innovation takes place and the degree of desire employees have towards changing their working conditions.

Employees also say their managers

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**1990
Service
Areas**



need to improve in the areas of feedback, training and development and conflict resolution. Managers also need to encourage creative thinking more often. Over 40 percent of respondents say their managers do not regularly encourage employees to be creative or innovative.

Respondents see a need for managers to improve their problem-solving skills. Sixty-three percent of the participants say problems often reach crisis proportions before managers address them. Ninety-five percent say that once managers acknowledge a problem, they pass it along to avoid making a decision.

It's Time To Change

It's time for American companies to shift their focus from the bottom line to the people factor to successfully compete in the global

economy, reports *American Demographics*.

Based on a recent two-year, eight-industry study conducted by the Massachusetts Institute of Technology, two of the five "imperatives" necessary to develop a more successful America focus on the human side of business.

The imperatives urge companies to develop a workforce that is educated, responsible and rewarded—a workforce made up of "economic citizens." Companies are also urged to invest in education and to promote savings.

Besides improving the "people" factors, companies need to alter their priorities to put high quality goods before the bottom line, promote a blend of competition and cooperation and adjust to living in a global economy.

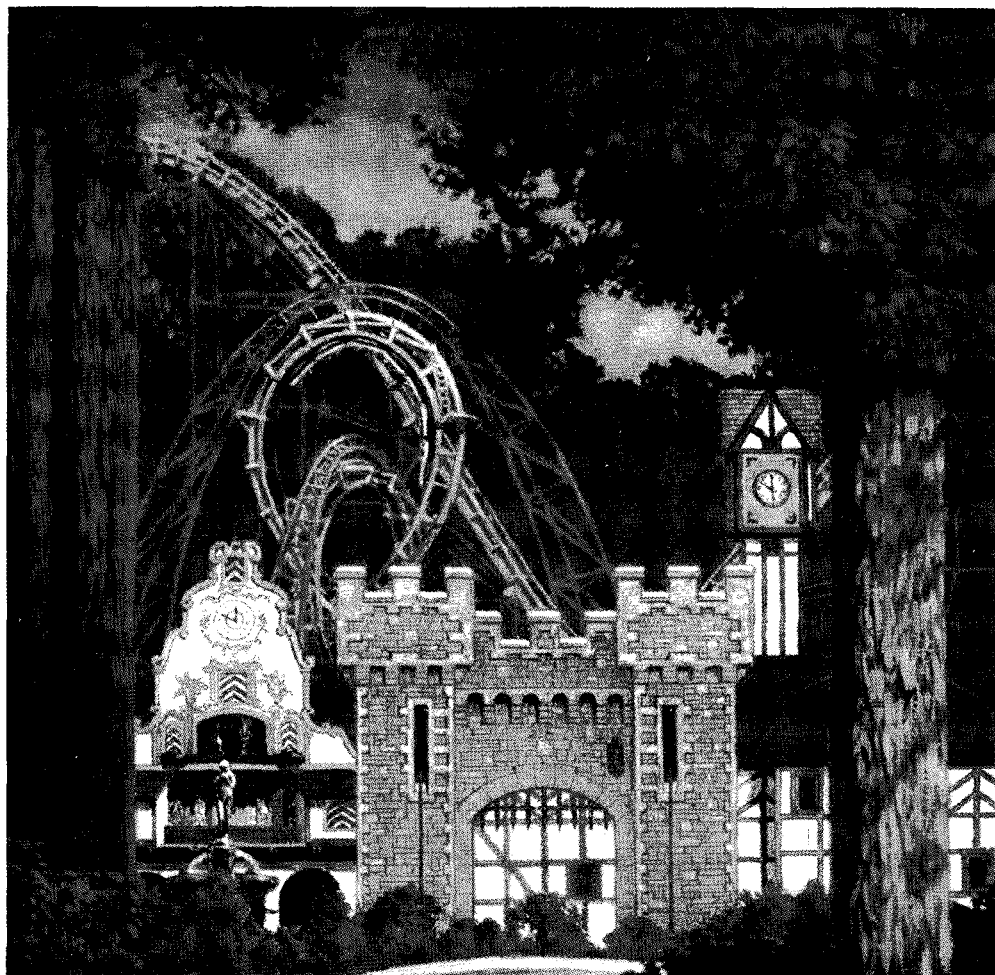
After examining some of the best firms in the nation, researchers found

three common people components among them: Staying close to the customer, creating a less compartmentalized organization and implementing innovative human resources policies.

Aging Healthy

Getting older does not necessarily mean getting physically and mentally weaker, according to *The Good Health Digest*. Many physical and mental ailments once thought to be the result of aging can now be alleviated or postponed by increasing physical activity. About 50 percent of the functional losses incurred between the ages of 30 and 70 are due to lack of exercise. To avoid some of these ailments, make healthful lifestyle changes.

Physical activity can alter what occurs naturally when aging is



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accompanied by inactivity causing these decreases:

- Blood vessels ordinarily narrow by 29 percent by middle age
- Blood circulation in the limbs reduces by as much as 60 percent between 25 and 60
- Messages sent from the brain to nerve endings travel 10 to 15 percent slower by the age 70
- Muscle fiber decreases at a rate of 3 to 5 percent every decade after age 30.

Many sources cite physical activity as a means to ward off some diseases.

Disease is what affects mental capacity, reports *Looking Forward*, which also says, "The normal aging brain, free of disease, may function as effectively as the normal younger adult brain." This source attributes cognitive impairment to disease rather than to normal aging. A University of California professor draws these conclusions after studying 134 sets of

twins for 20 years. This study revealed declining brain functioning is the result of disease and is not inevitable with aging. During this study, mental ability test scores, except for speed, increased overall, as age increased from 63 to 74.

Relieving Travel Tensions

If you're planning a trip, you're probably looking forward to getting away from home, escaping to an unfamiliar, exciting destination and meeting new people. While looking forward to these things can stimulate an enjoyable excitement, it can also cause unexpected stress, reports *Travel Holiday*.

Preparing for a trip can cause anxiety which, in turn, may cause nightmares, raised blood pressure and heart rate, heavy breathing and

digestion problems. Mentally, people may experience worry, fatigue and irritability. Nearly everybody, especially those over age 40, exhibits these signs of stress.

How do you battle this stress? Expect it and organize yourself before your departure date. Follow these tips to make a smooth transition from everyday life to your vacation:

- Pack your clothes the weekend before your trip, not the night before.
- Finish projects before you leave.

When such projects are left incomplete, they can be the cause of worry while you are on your trip. For example, if you know your house needs to be repaired to avoid a crisis situation (roof needing repair, broken window, etc.) have the job completed before you leave.

- Clear yourself of work responsibilities. Delegate projects, finish reports and reschedule deadlines if needed.

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- Eliminate worries about losing your luggage. Try using only carry-on bags for short trips. For lengthy vacations, ship the bulk of your things ahead of time and carry on a small bag.
- Allow yourself time away from your travel companion. Being with someone 24 hours a day can build tension.

After preparing yourself to relax, you'll enjoy your trip all the more. Escape and enjoy it!

Rave Revues for Eldercare Centers

Approximately 1,500 adult daycare centers now operate across the country providing the elderly a place to receive medical attention and enjoy social opportunities, reports *Insight*.

How well do these facilities service the elderly? A recent study examined 60 centers' programs and services and found them to be, for the most part, "well-organized and well received by both the elderly people attending the facilities and the employees there."

Researchers examined transportation to and from the facilities, the amount of attention from the staff and program hours. Results revealed no complaints from a majority of center participants. While most of the comments were complimentary, there were some complaints about food quality, noise level, temperature and crowding.

The cost for using one of these centers has increased very little over

the past 10 years. It now stands at about \$30 for a six-hour stay. This is inexpensive compared to the \$40-an-hour cost of a visit from a home health nurse. Although these facilities are not for everyone, those who do visit them report a higher satisfaction rate than those who receive care at home.

Reference Checks

Employers are saying very little these days when recruiters contact them for reference checks on former employees, reports *The Wall Street Journal*.

It's common for recruiters to call former and current employers, seeking detailed reports on the candidate's job performance. However, since a series of lawsuits for slander have emerged, fear has caused employers to be reluctant to say anything. In one case, a former employee was awarded \$25 million in punitive damages from his former employer.

The business world contradicts itself concerning references. A recent survey conducted by the National Association of Corporate and Professional Recruiters revealed 81 percent of companies make reference checks before offering a job. However, 41 percent have written policies against employers giving out any other information besides confirmation of employment. Headhunters report it has become more difficult to complete reference checks.

Some lawyers say concerns are not as extreme as they may seem. One lawyer says that companies may get into trouble when managers speculate about employees they don't know firsthand. It is also potentially harmful to companies when employees discuss personal issues, age or some other subjective information with recruiters. To promote cautious consistency, companies may wish to "develop protocol" for these situations and see

that employees adhere to it.

Even though some companies have policies against releasing information about former employees, few employees are aware of these policies.

Safe Seats

Where is the safest seat on an airplane? Are you safer in the front, middle or the back of the plane? Actually, there is no definite answer to this question, reports the *University of California, Berkeley Wellness Letter*.

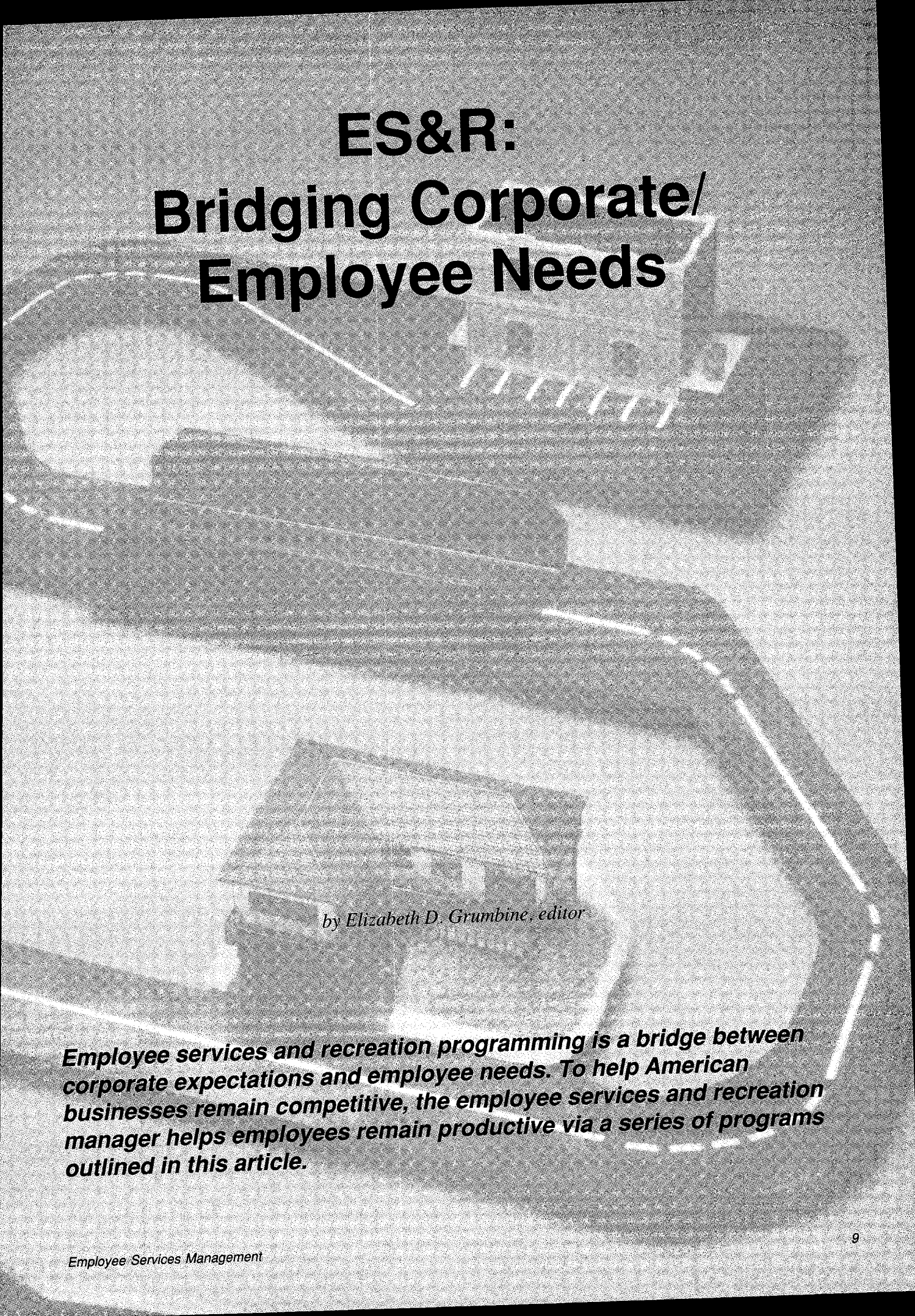
One safety expert compiled figures after examining 21 crashes where there were survivors (and where deaths or injuries occurred inside the plane). He discovered "rear seats were safest two-thirds of the time (14 crashes), front seats were safest 28 percent of the time and mid-plane seats only 5 percent of crashes."

However, this was a small sampling and there are many variables to consider. For example, the amount of fuel the plane is carrying when the accident occurs (at takeoff or landing), and the weather conditions are just some of the factors that come into play. One aviation researcher says it's difficult to predict where a plane will crash. There have not been enough crashes to support theories. The Flight Safety Foundation says there is no "safest seat."

Nervous flyers can carry a flashlight, request a seat near an exit and obtain instructions on opening the door.

There are some positive points to consider: "Out of 31 million scheduled commercial departures from 1983 to 1987, there were only 107 accidents." In this case, accidents are defined as "an occurrence associated with either a fatal or serious injury to passengers or crew or significant damage to the aircraft." Of the 10,000 people involved in these incidents since 1983, about 90 percent were uninjured and 5 percent died.





ES&R: Bridging Corporate/ Employee Needs

by Elizabeth D. Grumbine, editor

Employee services and recreation programming is a bridge between corporate expectations and employee needs. To help American businesses remain competitive, the employee services and recreation manager helps employees remain productive via a series of programs outlined in this article.

No matter what society calls the delicate balance between organizations and employees, because of social and economic challenges the balance has often seemed a fight, a war between two conflicting ideals. In the times following Upton Sinclair's *The Jungle*, unions formed to unite employees against that great monolith, The Company. This unification was necessary to provide employees with a living wage and a safe environment in which to work.

The current economic balance between the corporate drive for profits, or at least solvency, and the employee's need for a living wage and a safe environment in which to work is really no different from the struggle in Upton Sinclair's novel. It's just been given a different name: Nonnegotiated benefits.

This in no way implies the current work environment is dreary or hopeless. It's simply a matter of emphasis. In the early 1900s, conditions in the meat houses were horrendous. Today, many corporations are faced with undereducated, underskilled, seemingly unmotivated employees. In turn, employees are faced with rapidly changing technology and the need for constant retraining; organizations which could be bought, merged or bankrupt the next morning; and the need to balance work and family. Both the business and the employee force seem at odds; both wanting to work, but unsure how to go about it. Add to this condition the thrust toward a global economy and a decreasing labor pool and it's no surprise American businesses and employees seem to be running circles around each other in an effort to function.

Fortunately there is a bridge, a bond of sorts, between business and employee needs: Employee services and recreation programs. No matter what different groups call it, be the name human resources or employee relations or even personnel, the goal is the same: To help American business remain competitive by helping employees remain productive.

COMMUNICATION

Any seminar will support the idea that people can never communicate too much; more likely they communicate too little. Whether because of multinational coworkers with different cultures, because of an ever-diverse employee pool, because of differences in workstyles, work times or work places, communication is the essence of a productive

workplace and successful business.

I have yet to see an annual report that doesn't say, in one form or another, "without our employees, we wouldn't be where we are today." The ES&R manager puts this message into action. Through service awards programs, the employee is awarded and recognized for his/her valuable service. This motivates other employees to stay with the company, because they know their hard work will be rewarded as well.

One company hosts an annual breakfast at which the manager shows a movie of the employees on their jobs, talking to each other, participating in activities, etc. The employees love this video because they can see themselves and the people they work with "on screen." Employees leave this breakfast feeling energized and more interested in their work.

A disgruntled friend of mine said, "Yes, but what does the company do the other 364 days of the year?" The answer is clear: The employee services and recreation manager communicates with employees, either through a company newsletter or some other format, what is happening at the company, what events are

taking place, even who has been promoted and who has joined the staff. Suggestion systems enable the employee to come up with ways which would ease their own jobs—and many employees take great pride in knowing their suggestion has been acted on.

Communication, though, is more than awarding employees for their dedication and showing them movies; it is letting employees know what is expected of them and then letting them do it. Good communications enable employees to attack their work with a vengeance, to take pride in what they are doing. The ES&R manager creates programs with this very goal in mind. Communication is an essential ingredient in an organization's success. The employee services and recreation manager is an excellent liaison between employees and management in enabling employees to do their jobs because they know what is expected of them.

**"Communication, though,
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ECONOMIC UNCERTAINTY

The business sections of newspapers are overrun with reports of mergers, buyouts, reorganizations and layoffs. In an effort to become "lean and mean," to cut nonrevenue-generating centers in an organization, it can be argued that corporations are cutting off their proverbial

noses to spite their faces. While workforce reductions may be an unfortunate fact of life, businesses must remember to reassure both the employees who are leaving the organization and the employees who remain to pick up the pieces. The ES&R manager can address both needs, which is why it is vital for organizations to view the ES&R department as necessary. Through their programming, employee services and recreation managers are directly responsible for instilling a sense of security, a feeling that the organization still supports the employees. This feeling of security translates into employees with much better morale, who, because of a more positive attitude, can willingly approach their work with the dedication businesses expect. In the case of employees who must be let go, outplacement programs help ease the transition between jobs.

ES&R managers further instill a sense of security by offering employee savings programs. At little or no cost to the organization, employees can add to their discretionary income by saving on entertainment and travel, or by visiting the employee store to have their film developed or their clothes dry-cleaned. Any extra change in an employee's pocket helps ease money frustrations, which is a big factor in any employee's life, regardless of whether the employee is management or support staff. Again, employee savings programs add to an employee's sense of security, which is important when so many employees seem to job-hop when they see no reason to be loyal to a company which does nothing for them. The ES&R manager alleviates this problem by showing the employee that the company cares.

A GLOBAL ECONOMY

It's not prophetic to state American business must compete in a global economy; the indicators have existed long before we realized foreign investors were "buying up" Wall Street. Just as horrendous working conditions led to unions, as civil rights groups led to equal employment opportunity laws, in the case of a global economy, fact has once again preceded action in the corporate world. In this case, a global economy was happening before many businesses were even including Japan on their lists of

competitors. Business is now faced with a challenge to catch up—and quick. It's now up to businesses to function, and function well, in a global economy in order to survive. Employee services and recreation managers have begun implementing global education programs to help fill the knowledge gap about our international competitors and coworkers.

In many multinational corporations, ES&R managers facilitate cultural understanding by showing videos on dealing with foreign corporate cultures, their methods of communication and mannerisms. In some companies, the company pays for foreign language lessons.

On a different level, benefits packages must appeal both to American employees and their international counterparts—a challenge indeed. Human resources personnel must create benefits packages which cater to the paternalistic culture of the Japanese, the socialistic culture of the Europeans and the individualistic culture of the Americans.

Taking notes and trying to emulate the Japanese business culture involves more than holding meetings standing up, more than creating an "employee for life" atmosphere—it involves total support of the teamwork concept. That's why the employee services and recreation manager's job is so important. In a matter of dollars

and cents, companies can match the benefits, including vacation schedules, of foreign competitors. It's up to the ES&R manager, though, to facilitate understanding between vastly different groups of people. Team-building programs which enable employees to communicate with each other make it much easier for employees to work with each other—which has an obvious impact on the organization's bottom line.

COMMUNITY SERVICE

In an era where citizens are becoming actively concerned about the environment and where the employee pool is far less abundant than it once was, businesses have recognized they are, in fact, part of a larger community, that their public relations plans must include community service.

Community service programs prove beneficial for

"Taking notes and trying to emulate the Japanese business culture involves more than holding meetings standing up, more than creating an "employee for life" atmosphere—it involves total support of the teamwork concept. That's why the employee services and recreation manager's job is so important."

employees and the organization alike. The employee has a chance to involve the family and take pride in a community program (and, of course, get to know coworkers better), and the organization improves its image in the community by communicating its desire to bridge the gap between "work" and "home." The ES&R manager is the conduit of this message. By creating community service programs, everyone benefits: The organization, the employees and the community at large.

EDUCATION

A company which offers EAP programs, information services and other nonnegotiable benefits helps employees function more productively at work. ES&R managers take this a step further by educating employees about their health, their habits, their lifestyles, etc. The employee services and recreation manager educates employees about their overall wellness, which is a vital part of remaining productive at work. A healthy employee appears at work more often, which means the company hasn't lost money on an employee who misses work for a day. An employee who doesn't smoke or drink excessively saves the company insurance premiums and hospital bills. An employee who takes care of his/her hypertension, again, saves the company insurance premiums and hospital bills. Through health promotion or wellness programming, the employee services and recreation professional educates employees about how to improve the overall quality of their lives.

Many corporations offer classes to help employees catch up on reading or computational skills. A company which laments the poor quality of the employee pool but doesn't do anything about it will not be a profitable company for very long. If it's true employees lack the basic skills necessary to perform on the job, then it's up to the corporation to train the employee for those skills. Many companies offer subsidized schooling, as long as the employee takes classes which relate to the job. This nonnegotiable benefit has helped many people earn their MBAs, or their other degrees—which again translates into more able workers. Nonnegotiable benefits are just as valuable as negotiable ones, and a company which recognizes this will be a company which remains successful.

EMPLOYEE BENEFITS

Cafeteria benefits plans have received a great deal of attention, with mixed reviews. The human resources person worries about the logistics of offering an employee a choice of whether s/he wants subsidized childcare, wants to include a spouse or child on the insurance, or even how much insurance the employee wants at all. Only the

employee knows what negotiable benefits would be best, though. In loosely the same way that communicating expectations allows the employee to perform to his/her personal best, individual benefits plans allow the employee to select what best suits him/her. Obviously, this is a simplistic interpretation of a cafeteria benefits plan, but the concept remains that an organization which recognizes employee differences and tries to find ways to address those differences is a good organization for which to work.

With this in mind, businesses are learning to respect the value of word-of-mouth. For example, a friend of mine has been with her company for over 20 years. When I asked her what she liked most about her company, she responded with two items: That other people "would die" to work at her company and that the benefits are great. She didn't even mention insurance, though. She mentioned the EAP program and an unlimited sick leave policy. The relationship between prospective employees who "would die" to work at a company and the benefits the company offers, both negotiable and non-, seems pretty direct.

It follows, then, just as a benefits package includes negotiable items such as the possibility of subsidized childcare, profit sharing or some other form of employee investments, the nonnegotiated benefits are just as important.

Nonnegotiated benefits such as EAPs allow employees the chance to become the best employees they can. This same friend of mine used the EAP and information service to update her resume. A company allows employees to update their resumes? Of course; it also provides resources for counseling, financial help and other informational services. And the employees value these services greatly—enough that the company is considered to be a great place to work for.

CONCLUSION

In an economically-, demographically- and technologically-diverse environment, the ES&R manager is the bridge between corporate expectations and employee needs. Through such nonnegotiated benefits as cultural diversity programs, employee savings programs, community services programs, team-building exercises, newsletter, EAPs, wellness and education programs, just to name a few, both the organization and the employee benefits. The employee feels good about a company which supports him/her and empowers him/her with the opportunity to contribute to the company. The company is rewarded with a dedicated and productive employee. Though work conditions have changed drastically from those of meat houses in the early 1900s, the message remains the same: In order to be successful, organizations must help employees be productive; employees, in turn, must communicate those needs. The ES&R manager is an excellent conduit for both.



Jobsharing:

The Best of Both Worlds



Elyse Frantz (l) and Julie Mattina (r) successfully manage a jobshare as employee services coordinator for the Carrier Corporation in Syracuse, New York. In this interview, they provide insight into how a jobshare can benefit both management and employees.

ESM: How did your need for a jobshare evolve?

FRANTZ/MATTINA: We each have one son and found that working full-time left very little time for the children, which was the source of enormous stress and guilt. However, being home full-time prevents the ability to stay abreast of the ever-

changing work environment, in addition to the loss of the second income. Part-time work was the solution to our problem.

ESM: How (or did) you approach management with the idea? Did one of you already hold the position, or did you apply for the position together?

FRANTZ/MATTINA: Since there was one jobshare being successfully performed at Carrier, Julie asked her immediate supervisor about the feasibility of a jobshare in the Employee Services Department. A key factor was to present a "like" partner.

ESM: What convinced management to try a jobshare?

FRANTZ/MATTINA: After interviewing, Elyse was considered a "like" jobshare partner and a potentially valuable addition to the Employee Services Department. Along with the positive reception of the initial jobshare and the introduction of the Workforce 2000 concept—that in order to attract and retain quality employees Carrier would need to offer workstyle options—this convinced management to grant our jobshare.

ESM: How do you fill your 'on the job' time? Do you spend any time together during the week? What happens if one of you gets sick? Does the other fill in?

FRANTZ/MATTINA: Julie works Mondays and Wednesdays; Elyse, Tuesdays and Thursdays; we alternate Fridays. We do not spend time together during the week. According to the 100 percent coverage clause of our jobshare contract, it is our responsibility to notify each other by 6 a.m. if we are unavailable to work due to illness, etc.

ESM: Are both of you paid as full-time employees, or are you each part-time employees with no benefits? If you receive benefits, how are they different from full-time employees' benefits?

FRANTZ/MATTINA: We are paid an hourly salary based on the pay rate of the job. Although we are part-time employees, we receive only slightly less of a benefits package than the full-time employees receive.

ESM: Does your jobshare cost the company extra money, or does it save to have your position shared? How much extra cost, or how much of a savings, does the company experience?

FRANTZ/MATTINA: The jobshare does have some minimum inherent costs generated by the second employee on the job. However, any additional costs are offset by positive

attitudes, job commitment, and the 100 percent job coverage we mentioned before.

ESM: How do you divide your responsibilities? Do you divide them by project, or do you share all projects?

FRANTZ/MATTINA: On the whole, we share all projects. We handle Carrier's service awards program for 1,400 employees, we organize blood drives through our local Red Cross, we're responsible for publicizing the recreation club's activities, we offer employees discounts on their theater tickets—just to name a few of our projects!

ESM: How do you feel jobsharing benefits the company?

FRANTZ/MATTINA: The benefits are many. Each day a 'fresh' employee arrives. There is always someone in the office to respond to employee and customer needs; rarely is anyone faced with an empty desk or ringing phone. With two employees, each is familiar with the aspects of the position and presents two different sets of ideas. Productivity is high because there is no break in service. We are happy with our jobshare and it is reflected in our attitudes.

ESM: What are the advantages of a jobsharing situation, both for the company and for yourselves?

FRANTZ/MATTINA: The company benefits by having an employee in the office every day. Each of us is eager to face the day's challenges and are truly dedicated to making the jobshare a success. This ensures and maintains the high level of integrity in the Employee Activities Department. From a personal viewpoint, the advantages of working part-time are many, most importantly the extra personal time available to spend with the children.

ESM: Any disadvantages?

FRANTZ/MATTINA: There are only a few disadvantages. One is day-to-day things that occur which one partner might miss—telephone calls, personal instructions, etc.—but we do our best to communicate daily. Fortunately we have a computerized mail system which we rely on heavily. Secondly, it can be difficult to find daycare for a part-time child.

ESM: What would happen if one (or both) of you decide to leave the company?

FRANTZ/MATTINA: According to the terms of our contract, if one of us chooses to terminate the shared position, the agreement would be void for both individuals.

ESM: Do you share equipment?

FRANTZ/MATTINA: We each have our own desk, but we share all the other equipment, such as phone, computer, typewriter, etc.

ESM: As employee services coordinator, do you find participating in the activities you've planned helps you feel more a part of the company or gives you opportunities to stay in contact with fellow employees?

FRANTZ/MATTINA: A highlight of this job is the diversity of tasks and activities planned throughout the year. By participating in and coordinating activities, we feel a great sense of accomplishment, both individually and as partners. One of the reasons we enjoy working in the jobshare is the interaction with our fellow employees. We have the opportunity to see our projects through from start to finish.

ESM: Overall, how do you feel about your jobshare?

FRANTZ/MATTINA: We are both very happy with our jobshare. We work very hard to maintain its success, as it is the "best of both worlds" for us.



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8:30 a.m.-11:30 a.m.

Continuing Education Sessions

1. "Fitness Into the '90s"

Facilitator: Susan Kalish

Executive Director, Running and Fitness Association

Start programming for the diverse workforce of the '90s. Learn about and see some of the latest equipment and ideas. This is a field trip to the National Institutes of Health!

"Lowering and Predicting Cholesterol Levels"

specialists from the National Heart, Lung, and Blood Institute

"The Next Century of Medical Care"

Dr. Martin Begley, Scientist

National Institutes of Health

"Thinking of Everyone in Sports Programming"

Kirk Bauer, Executive Director

National Handicapped Sports Association

2. "Power and Influence for the Employee Services Manager"

Bob Bookman, President

Bookman Resources Inc.

Learn and practice techniques for making yourself indispensable within your organization in ways that translate into job security and advancement. You will learn how to earn the respect and recognition of your colleagues; manage and educate your boss; turn complaints into requests; motivate employees; increase your visibility; attract volunteers; and create a team that reflects well on you.

12:00 noon-1:00 p.m.

Chapter President's Luncheon (by invitation)

1:30 p.m.-4:00 p.m.

Chapter Management Seminar

(additional registration)

Gloria Roque, Manager, Data Communications, Capital Cities/ABC, Inc. and
NESRA National Director, Northeast Region

Develop members to take positions in the chapter. Learn to plan creative monthly chapter meetings. See how desktop publishing can make your job easier. This is for all current chapter leaders and potential leaders. The additional registration fee is \$25.

4:30 p.m.-5:30 p.m.

Chapters' Paid Administrators Session (by invitation)

Joanne Haynie, MARES paid administrator

5:00 p.m.-5:30 p.m.

Chairpersons' Orientation (by invitation)

Irene Heavey, UNISYS Benefits and Services Manager
and NESRA Conference Program Chairperson

5:00 p.m.-5:30 p.m.

First Timers' Orientation

Randy Schools, National Institutes of Health Recreation and Welfare Association
General Manager and NESRA President

6:30 p.m.-9:30 p.m.

Welcome Mixer at the Department of Agriculture

Located at 14th and Independence Streets. This mixer will include a night tour of some of Washington's greatest buildings on the return trip to the Hyatt.

★ ★ ★ Thursday, May 17, 1990 ★ ★ ★

6:30 a.m.-7:15 a.m.

Morning Stretch

Ed Gurtis, National Institutes of Health Strength Coach and Assistant Director of
NIH Fitness Center

Come to this stretch session and you could win Nautilus' Cyclone II Exercise Bike! Donated by Xerox Recreation and Fitness Services of Webster, New York, this cycle exercise the gluteus maximus, hamstrings, quadriceps femoris, soleus and gastrocnemius—and it's easy to use. You can cycle to the sound of a pulse lead if you choose, and you can set the amount of time you wish to pedal or the "distance" you wish to travel. Don't miss your chance to win this effective exercise machine!

8:00 a.m.-9:00 a.m.

Regional Breakfasts

9:15 a.m.-10:45 a.m.

Conference Opening

Armed Forces Honor Guard

Keynote Address: "The Challenge of Change in the Workplace"

Ann McLaughlin, Former Secretary of Labor

Ms. McLaughlin will challenge you on your flexibility in dealing with the diverse cultures, values and needs in the workplace.

11:00 a.m.-12:00 noon

Concurrent Sessions—Choose One!

a) Employee Store Track

"Starting One Up"

What is the first step? How do you know if it will work? Do you really want to do this? Find out!

b) "Growing Leaders for Your Employee Associations"

Dr. Henry Ernstthal, Department Head of Association Management

George Washington University

Learn how to apply Peter Drucker's principles to employee services. Cultivate your leaders, don't burn them out.

c) "Risky Business"

Dr. Marc A. Rabinoff, Associate Dean, School of Professional Studies
Metropolitan State College

Recreation and Risk. Those words alone threaten many programs. Learn about risk management, liability, torts, failure to warn, defenses against negligence and safety audits. What are the special risks in water sports, picnics and tournaments? Learn about liability concepts and concerns of facility rentals.

d) Health Track
"Stress and the Employee Store Professional"
Richard Bradley, President
Creative Stress Management

12:15 p.m.-1:15 p.m.

CESRA/RVESRA Luncheon (by invitation)

1:30 p.m.-3:00 p.m.

Strategy Exchange—Swap Ideas!

a) "Risky Business"

Dr. Marc Rabinoff, Associate Dean, School of Professional Studies
Metropolitan State College

b) "Doing It Without a Charge Number"
speaker from defense industry

Running a program today is tougher than ever—especially for defense contractors. Leaner overhead budgets present a bigger challenge than ever before. Learn how to keep your programs alive despite the challenges!

c) "Working with Volunteers"

Dr. Henry Ernstthal, Department Head of Association Management, George Washington University

You can't live with them at times, and you can't live without them ever!

d) Health Track
"Stress and the Employee Services Professional"
Richard Bradley, President
Creative Stress Management

If you feel burned out this is the session for you! Learn what your risks are, how to maintain a healthy balance between stress and coping skills, including activities to release tension and stress and learn how to relax.

3:15 p.m.-4:15 p.m.

Concurrent Sessions—Choose One!

a) Employee Store Track
"Customer Service"

Sometimes you feel like you'll scream if you hear one more whine or gripe! Take those requests and turn them into service adventures! Help keep yourself motivated to give every customer the best service!

b) "Computers: How They Can Help You!"
Harry Stevens, Vice President
Systems Coordinators

An introduction to the uses of the personal computer in employee services and recreation associations. What equipment do you need? What off-the-shelf software programs are available? How do you set up a system? This is the session for you if you have little or no background in the use of computers.

c) "Putting New Life into the Same Old Publicity"
speaker from International Association of Business Communicators

Another holiday party. Another ski trip. Another United Way campaign. Recapture the excitement of your first trip or activity. Learn to speak your editor's language. Don't have burned-out publicity! Learn how to pump up your publicity without expensive tactics!

d) Health Track
"Evaluating Fitness Equipment"

Do you swoon when salespeople start showing you four-color brochures? Do you know how much money you need for equipment? Do you have trouble sleeping after an equipment demonstration? Here's how to separate the hype from the facts. Learn how to know what you need, know what questions to ask, and how to evaluate equipment.

4:15-6:45 p.m.

Exhibit Hall Opening!

7:30 p.m.-10:00 p.m.

Capital Carnival

Provided by Fun Services, follow the "Capital Carnival" marquee leading to the indoor festivities, and participate in 16 different activities, each held in a red and white striped booth. As you munch on some cotton candy, why not investigate the can-can tent and see what's happening there? Or, visit a palm reader and find out what's in store for you after the conference. Chat with a "capital" clown or throw darts at balloons. Don't forget to indulge in your favorite snow cone flavor!

11:00 p.m.

Hospitality Suite for the Hardy

★ ★ ★ Friday, May 18, 1990 ★ ★ ★

6:30 a.m.-7:15 a.m.

State of the Art Cardiovascular Training by Cybex

7:15 a.m.-7:45 a.m.

Corporate Strength Training in the '90s by Cybex

9:00 a.m.-10:00 a.m.

Concurrent Sessions—Choose One!

a) Employee Store Track

"Merchandising and Promoting"

Janice Raffel, Employee Store Specialist

What do they want? How do you show them what's new? How do you take some of the same old merchandise and make it look new? This is the session to revitalize your store!

b) "Who's Taking Care of Them?"

Peggy Pizzo, Yale University

American Association of Retired Persons

The Sandwich Generation. Our employees are dealing with their kids and their folks. Corporations have the absenteeism, the cost of phone calls (the 3 o'clock syndrome), the lost productivity, and many times, the medical costs. Your employees are affected, the corporation is affected and your programs may suffer. Find out what you can do to minimize the agony for everyone!

c) "Merging Corporate Cultures"

speaker from Society for Human Resource Management

LBOs, takeovers, and mergers—the terms of the '80s. The '90s will find companies dealing with combining workforces, their values and attitudes. The company successful in merging cultures will be the company that survives.

d) Health Track

"High on the Job"

speaker from Bradford Alcoholism & Chemical Dependency Treatment Center

What is the effect of the Drug Free Workplace Act on your programs? What do you have to anticipate now? What can employee services professionals do to assure that their programs are drug free? How can employee services professionals help their corporations and themselves through networking? Learn from an expert in the field!

9:00 a.m.-10:00 a.m.

Educational Session for Exhibitors

"Using Customer Feedback to Improve Service"

10:15 a.m.-11:45 a.m.

General Session

Legislative Issues Panels

Harrison Jordan, Director of Government Relations

American Society of Association Executives

Gordon MacDougall, Executive Director
National Coalition of Volunteer Protection

How will the changes in unrelated business income affect you, your association and your store? How will liability concerns for volunteers affect your employees and your programs? Learn from the best what is going on in Washington which affects you, and find out what you can do about it!

12:00 noon-2:00 p.m.

Management Luncheon

Awards presented include the Chapter Merit Awards, which recognize extraordinary NESRA chapters. There are three levels, and Honorable Mention, a Merit Award, and the Len Brice Superior Merit Award. Those people who have earned their NESRA certification (CESRA/RVESRA) are recognized. NESRA Foundation presentations are also made. Promotional Contest Awards, Certificates of Excellence Awards, Eastwood Awards and Distinguished Service Awards are presented. The Employer of the Year Presentation is one highlight of this honorable event.

2:15 p.m.-3:45 p.m.

Strategy Exchanges—Swap ideas!

a) Employee Store Track

Moderator: Marilyn MacGregor, Marketing Supervisor
General Dynamics Recreation Association.

Five topics including: "Starting from the Ground Up"

Gerry McMahon, Manager, Employee Services & Recreation
Grumman Corporation

"Negotiating with Suppliers"

Sandra Weiss, Supervisor, Employee Store
Ralston Purina

b) "Get Off My Turf!"

Experts from Fairfax (VA) Regional Park Authority

A session devoted to answering your questions about golf course turf, athletic fields, etc.

c) Health Track

"Expanding Your Program Using Nonprofits"

Representatives from United Way, American Heart Association, and American Cancer Society

These representatives will show you how to expand your program, help your employees, and help your network within your company and your community.

4:00 p.m.-6:30 p.m.

Exhibit Hall Wine & Cheese

6:30 p.m.

Evening On Your Own/Explore Washington

★ ★ ★ Saturday, May 19, 1990 ★ ★ ★

6:15 a.m.-7:15 a.m.

Morning Stretch with Rick Bradley

7:15 a.m.-7:45 a.m.

Educational Session, Exercise and Health

9:00 a.m.-10:00 a.m.

Concurrent Sessions

a) Employee Store Track

"Are You Losing More than You Make? Security for Your Employee Store"

Carl Donnelly, Director of Security and Loss Prevention for the
Hecht Company

You probably don't even know what kind of problem you may have. Whether you are thinking of starting a store or already have one, this session will show you how to be sure you are making money, not supporting shoplifters.

b) "The Three R's of Volunteerism"

Katie Heidrich, author

First you have to find them, then you have to keep them and then you have to tell them how much you appreciate them. Find out how to recruit, retain and recognize your volunteers! Learn how to build a team of volunteers.

c) "Meeting Internship Expectations"

Moderator: Richard Miller, George Mason University

Panel:

Alan Fitziger, University of Maryland

Bertha Cato, George Mason University

Gordon Graves, George Washington University

Kelly Goka, National Institutes of Health

A roundtable of university internship program directors discuss the balance of expectations needed between students and their on-site supervisors. The audience is invited to share views on what needs to be done to assure a mutually beneficial experience.

d) Health Track

"Fitness Vitality in the American Workplace"

York Onnen, Director of Program Development

President's Council on Physical Fitness and Sports

Learn how to encourage employers to stress programs aimed at the physical well-being and productivity of workers. Review those programs that make America more productive. Learn about what works and what doesn't work in motivating employees and establishing achievable goals.

10:15 a.m.-11:30 a.m.

General Session

"Surviving the Business Cycles"

Moderator: Frank DeLuca, Manager of Employee and Community Relations

Textron Lycoming

Sgt. Joel Handelman

Local 2702—International Association of Fire Fighters, Fairfax City Fire and Rescue Department

Peter Stein, Deputy Administrative Assistant

Office of Secretary of the Army, U.S. Department of the Army

A panel of human resource directors presents their views on what constitutes successful employee services. Critical issues are examined as they relate to the various stages of a program's lifecycles—start-up, expansion, or maintenance.

11:45 a.m.-2:00 p.m.

Exhibit Hall Deli Lunch with Door Prizes

2:15 p.m.-3:15 p.m.

Ice Breaker/New Games

Robin Greenfield, New Games specialist

It's participation! It's fun!! Learn how to loosen up a group. Reduce stress. You'll walk away with ten or fifteen games and free handouts.

6:00 p.m.-6:45 p.m.

Reception

7:00 p.m.-8:00 p.m.

President's Dinner

8:15 p.m.-9:00 p.m.

Entertainment: Norm Crosby

Sponsored by the Las Vegas Convention/Visitors Authority

9:00 p.m.-12:30 a.m.

Dancing to one of Washington's best bands "The Admirals"

★ ★ ★ **Sunday, May 20, 1990** ★ ★ ★

9:30 a.m.-11:30 a.m.

Closing brunch with more door prizes



NESRA's 49th Annual Conference & Exhibit
May 16-20, 1990
Hyatt Regency Crystal City
Arlington, VA

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1. Please use one form per person/couple—photocopies allowed.
2. Complete all portions of this form and mail to:
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NESRA's phone number is (708) 562-8130
3. Your name and company will appear exactly as you indicate.
4. Please read registration, hotel, and cancellation policies.
5. Print or type all information clearly.

Registration Policy

The registration fee includes attendance at all events, business meetings, educational sessions, conference meal functions, exhibit hall and planned social events.

Hotel Housing Policy

All room reservations must be made directly with the Hyatt Regency, Crystal City. We cannot guarantee availability of room after April 15, 1990. The NESRA conference rate at the Hyatt Regency is \$107 single and \$117 double. A reservation card will be part of your registration confirmation packet. Should you prefer to phone in your reservation, the number is (703) 418-1234. Please be sure to state that you will be attending the NESRA Conference.

Cancellation

Full registration will be refunded if cancellation is received postmarked no later than April 15, 1990. After this date, a refund cannot be guaranteed.

NESRA'S 49th ANNUAL CONFERENCE REGISTRATION

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Are you a CESRA? ☐ CESRL? ☐ neither ☐

Registration Fees	Before 4/15/90	After 4/15/90	Amount
Delegate-NESRA member	\$325	\$350	_____
Nonmember delegate	\$345	\$370	_____
Associate member not exhibiting	\$420	\$445	_____
Commercial attendee not exhibiting	\$450	\$475	_____
Spouse/guest	\$175	\$185	_____
Student	\$145	\$150	_____
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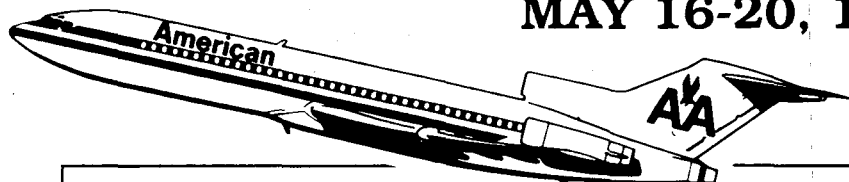
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NATIONAL EMPLOYEE SERVICES
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HYATT REGENCY, CRYSTAL CITY
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MAY 16-20, 1990**



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You don't have to outfit your workspace like a space shuttle to be ergonomic, but if you are the average American worker, it is very important your work environment be pleasant and safe. And why not? Considering the average worker spends 8-10 hours each day in the workplace—more than most spend during waking hours in their homes—it certainly seems to be a reasonable condition of employment.

In the not-too-distant past, employees, happy just to be

gainfully employed, spoke little of the ills that besot them on the job. A lack of job tools, poor lighting or ventilation, or improper equipment was tolerated, or silently accepted as "the way it is." Today, employees are increasingly aware of the level of comfort or hazards present in their work environment and are highly vocal in their demands for an attractive, safe and contaminant-free workspace. It is a universal problem for employers, and a new and real challenge for ES&R managers and other professionals in the organization, who have decision-making power and can bring about the changes needed to keep the workforce happy, healthy, productive and on the job.

INDOOR AIR POLLUTION

Each year, American business loses 400 million work days to employee absences caused by illness or injury; it is estimated almost half of this lost time is due to poor workplace ergonomics such as indoor air pollution, which causes a multitude of respiratory problems. The World Health Organization estimated in a 1989 study, 30 percent of all modern buildings have indoor air pollution at

relatively high levels.

Any building is subject to indoor air pollution; however, modern, energy-efficient buildings with sealed windows are predictably worse offenders than older buildings. During the energy crunch of the 1970s, buildings were made more "air-tight" which created a no-draft ventilation system. Last year, in an attempt to alleviate sick-building syndrome, indoor air quality standards were raised back up to those of 1970, which requires ventilation systems to bring in a fresh air supply of 20 cubic feet per minute per occupant.

WORK-RELATED INJURIES

Back injuries, strains, tendonitis and carpal tunnel syndrome account for nearly 25 percent of workplace injuries in the United States each year, costing American industry roughly \$16 billion annually in claims. The technical revolution, despite its many benefits, also has drawbacks, as many an employee can attest to—especially those captivated by computer terminals. Eyestrain, headaches, backaches, neckaches and stress tension are all common complaints. In addition, new concerns about radiation are causing workers to question the safety of using computer terminals, especially for pregnant women. Jeanne Stellman, executive director of the Women's Occupational Health Resource Center in Brooklyn, New York suggests poor working conditions, not radiation, pose the greatest risk to workers. Sitting in one position too long, not taking enough breaks away from the terminal, inadequate lighting, terminal glare and uncomfortable chairs take the greatest toll on employees. In addition, tasks that require twisting or pinching movements, keyboards or terminals placed at awkward heights,

Workplace Ergonomics

Taking an objective look at your workplace can give you a good start in becoming more aware of workplace ergonomics and creating a healthy environment for employees.

by Jacquelyn Bell

and poorly designed work stations can all lead to health problems.

NOISE, LIGHT AND AESTHETICS

Every day, more than nine million American Workers are exposed to damaging noise levels that, over time, slowly erode their hearing, according to the National Institute for Occupational Safety and Health (NIOSH). Workplace noise exposure has already caused an estimated one million of those workers to experience some degree of hearing loss. Yet hearing conservation experts agree few corporations have adequate noise prevention policies, and an amazing number do not know about the Noise Standard and Hearing Conservation Amendment which is enforced by the Occupational Safety and Health Administration (OSHA).

Most corporations assume providing ear plugs and an annual hearing screening for the high-risk workers brings the company into compliance. This is far from the truth, reports the Impact Hearing Conservation Services Corporation in Kansas City, Missouri. In fact, OSHA requires that employers use five separate measures to protect hearing in the workplace:

- Regular noise monitoring
- Audiometric testing at the time of hire
- Hearing protection devices if noise levels are 90 decibels or above
- Employee training on how noise affects hearing and protective methods
- Record keeping on noise monitoring and audiometric testing.

Craig Combs Associates of Newport Beach, California specializes in designing ergonomically-balanced architectures and interior spaces. According to Susan Combs, a principal for the group, heavy use of overhead fluorescent lighting is one of the most common factors causing

stress. A more effective and soothing way to light the workplace is to use task-oriented lighting directed below eye level which helps employees focus on what they are doing. Natural sunlight can also be very soothing, as well as energizing. Studies by John Ott, author of *Health and Light*, have shown that productivity improves and work output increases roughly 60 percent due to decreased fatigue and increased efficiency when natural light is used.


Color is also an important factor in workplace ergonomics. In general, soft monotonies and warm beiges are effective for most environments. Natural themes that include plants or flowers, promote calmness and give employees an anchored, rather than scattered feeling. Experts also advise encouraging employees to make a personal statement in their work area. Displaying pictures of family members, artwork or other items that hold special meaning helps create a sense of security and belonging that not only makes the work space more pleasant, but promotes a feeling of responsibility in the care and condition of the space.

HOW ES&R MANAGERS CAN HELP

Taking an objective look at the workplace can give you a good start. Use your senses to identify potential health risks: Take a deep breath; if you detect unusual smells that might indicate harmful chemicals, report them to the proper authorities in the organization. Look around, up and down to see if the lighting is adequate for the task. Listen to the noise level. See if the workers have the tools they need within easy reach for the job. Watch for obstacles or safety hazards that pose particular risks to the employees. If you aren't already doing so, find out what your medical leave averages are and compare them to prior leave usage. If there is an

unusually high number of employees getting more than one bout of the common cold or flu each year, or 15 to 20 percent are sick with flu-like symptoms at the same time, the cause may very well be poor indoor air quality. Most buildings have the capacity to bring in more air just by opening up the fresh air dampers wider, which could greatly alleviate contaminant build-ups in the duct system.

If you have an employee newsletter, include helpful information and safety tips on workplace ergonomics to promote self-awareness and responsibility in maintaining good health. Coordinate brown bag lunches to bring employees outside, even if it's just to a facility next door. Promote walking on breaks and during lunch hours, and encourage opening doors and windows to let fresh air circulate when the weather permits. Promote "leisure-breaks" that include simple exercises, such as stretching and flexing muscles, rotating the hands and feet, or simply leaving the work station for a refreshing breather. For economic or other viable reasons, major structural changes to improve ventilation systems, purchase equipment or change the organization's approach to workplace ergonomics may not always be possible. However, much can still be done to bring about improvement in the workplace.

Once aware of workplace ergonomics, creative ES&R managers can find many ways to improve the worklife of the organization, which can result in increased productivity, efficiency and reduced absenteeism. The bottom line is that an organization is only as good as the people who make up that organization, and creating a healthy environment in which to work pays off in healthy, satisfied employees who stay on the job. 

Jacquelyn Bell is the employee programs manager for the City of Scottsdale, Scottsdale, Arizona.

Cashiers in department stores often ask their customers, "Cash or Charge?" Do your employee store customers have these options or do they have additional options such as using checks or payroll deduction for purchasing items?

Perhaps you already offer one option, but you'd like to offer your employees the convenience of other payment methods as well. There are a number of factors to consider before

Cash or Charge?

implementing any payment method. For

example, what equipment is necessary to handle the payment method? How much more staff time will it take to complete a transaction using this method? What benefits will my customers enjoy? How much will it cost me to offer this service?

This article will answer these questions for cash, check, credit and payroll deduction payment methods.

Analyze the different payment options available for your customers' convenience.

CASH

Almost all employee stores give customers the option of purchasing items with cash.

When opening a store, be prepared to handle cash sales by having an ample supply of change and a cash policy in action. Decide whose responsibility it will be to stock each cash drawer with the proper currency at the beginning of the day and who will make the end-of-day deposit.

For example, at Nationwide Insurance, Jackie Sells, employee store manager, makes sure each cash drawer begins with a bank of \$130 (this amount will vary depending on the average price of your merchandise). This bank consists of a variety of paper bills and coins. She also keeps a stock of additional coins on hand. If your supply of currency is limited, you may wish to accept dollar bill increments of less than \$50.

You also need to decide when to

balance the drawer and when to make a deposit. If your store is open for a few hours a day, you will probably do this at the end of the day. However, if your store is open for most of the day, you may wish to do this at the end of each cashier's shift.

At the end of the day at Nationwide, the cashier counts the drawer and puts the \$130 bank in a secure place with the additional coins. She then takes the deposit to the company's credit union where it is securely stored and credited to the store's account.

If employees pay cash for merchandise, they will also expect to receive cash when they return goods. Therefore, you must also establish a refund policy. At Nationwide, cashiers give cash refunds if the item is accompanied by a receipt and returned within 10 days of purchase.

If you choose to implement a "cash-only" policy, you will enjoy "less of a bookkeeping nightmare," says Sells. However, while saving money and staff time, you may be sacrificing sales. Impulse buying may be at a minimum, since the amount of money an employee has with him/her will dictate how much s/he will spend during that visit. You may also find employees are less likely to purchase big ticket items with cash. Your sales may depend on whether employees can utilize on-site check-cashing services. If employees have easy access to cash, it will be easier for them to spend it in your store.

CHECK

Proximity to your customers is also a factor to consider when choosing payment methods. This is especially true when you research accepting personal checks. Since, in many cases, employees work for the company sponsoring the employee store, many store managers feel comfortable accepting employees'

by Cynthia M. Brown, editorial assistant

personal checks as payment for merchandise. Employees are less likely to intentionally write bad checks to their employer, and employee store managers accept personal checks to keep a trusting relationship with their fellow employees.

Some companies issue their employees "employee numbers" or "membership numbers." When accepting checks, cashiers write these I.D. numbers on the check. Not only do these numbers help speed the transaction, but they can also be used to track an employee at work or at home.

At the time of sale, cashiers should have the employee's name, address and phone number (work/home). It may not always be necessary for the cashier to ask for this information directly; s/he could simply ask for the employee I.D. number. The cashier should glance at the check to be sure it is signed, and that the written amount and the figure amount agree. Catching oversights at this phase can save the store extra paperwork and the customer embarrassment.

When you decide to accept checks, you must also establish a policy to handle check-purchased returned items. In many cases, employee stores give cash refunds for those items purchased by check. One controversial policy is to request employees wait 10 days for their check to clear before requesting a cash refund. While some employee store managers may consider this good business sense, others believe it may harm goodwill among employees.

By accepting checks, you are making it easier for employees to purchase bigger ticket items than they would with cash.

While accepting checks makes it easy for employees to buy merchandise, it requires a little more staff time than accepting cash. For example, at the end of the month, the checks must be reconciled to the bank statement. In some cases it requires staff time to notify an employee of a

returned check. The key word in this process is "tact." In the case when a check is returned for insufficient funds or because it is incomplete, tactfully notify the employee of the situation and ask him/her whether they would like you to resubmit the check or if they would like to issue a new one. You may also need to charge them the fee to cover the bank charges you received. In rare cases, you may have difficulty collecting from a worker who is no longer at the company.

CHARGE

Employee stores are as varied as the retail industry itself. Depending on the amount of merchandise you offer and the average ticket price, you may benefit from allowing customers to pay with their credit cards.

To do this, you must establish a merchant account with either a full service bank, savings and loan or a retail association's credit union. Not all lending institutions offer this merchant service, so ask when shopping for the best deal.

Once you find an organization willing to work with you on this matter, you will need to fill out a merchant credit card application. The organization will examine your application and will inspect your financial standing and your store's operating system for compatibility with their standards. Once you've been accepted as a customer, you need to make an appointment to discuss the specifics of your arrangement.

You may choose to work with a retail association to take advantage of the group discounted interchange percentages. For example, the National Association of Retail Dealers of America (NARDA) offers a merchant credit card program. To work with NARDA, you need to pay its \$130 membership fee and submit an application for approval. Once this is done, you need to open a savings account with the association's credit

union (\$50 minimum balance).

If you are just beginning to accept credit cards, you'll need supplies. It costs \$36 to purchase an imprinter (if you already have the imprinter, a new steel plate is provided free). You can also purchase an electronic data transfer unit for \$230 from NARDA. This unit allows the cashier to swipe the magnetic end of the credit card through the machine; the machine will automatically check the status of the card and issue an authorization number while directly registering this on your account.

If you choose to work with a bank or savings and loan, you may find the initial set-up fee to be lower than the retail association's. For example, Suburban Federal Savings and Loan, Harvey, Illinois, requires merchants to pass a strict financial inspection and pay a \$25 set-up fee to receive the imprinting machine, forms, stickers, etc.

Both the association and the bank/savings and loan will deduct an interchange percent from your savings account. The monthly payment for the service will depend on the amount of the average credit card sales ticket. This average will fluctuate monthly, as will the cost of the service.

A scale of percents is established at the agreement time. As the average sales ticket amount increases, the interchange percent decreases. For example, if your average monthly sales ticket is from 0-\$100, 2.1 percent of your total monthly sales will be deducted from your account. So, if your store made \$2,000 in sales one month, and the average sales ticket charge was \$50, the payment deducted from your savings account will be \$42.

The scale of interchange percents can vary from one organization to the next. Consider these monthly charges and initiation fees when choosing which organization to work with.

Besides these direct financial costs, also consider the amount of staff time required to offer your customers this service. At the time of a sale, the cashier will need to imprint the card

on the form, write the item description, amount of sale and authorization code on the form. The authorization code will need to be obtained either manually or by using an electronic transfer unit. After having the customer sign the form, the cashier needs to give one copy to the customer, include one with the deposit and give one to the bookkeeper. At the end of the month, the bookkeeper should reconcile the savings account by matching copies of the tickets to the statement.

Refunds are relatively uncomplicated with credit cards. Cashiers can credit employees' charge accounts for the amount refunded.

Although this requires more financial and staff resources, your store can reap the benefits of selling more items to impulse buyers. More customers are also likely to put big ticket items on their charge cards knowing they have the choice of paying for it in installments.

PAYROLL DEDUCTION

You may also consider offering your employees a payroll deduction system. During a payroll deduction transaction, the cashier has the customer sign the receipt and a disclaimer which gives the payroll department permission to deduct the amount of the sale from his/her paycheck, interest free.

When setting up this payment program, consider how many installments employees will be allowed. At Lockheed's employee stores, employees may choose how many payment installments they would like to make over a six to eight-week period. At Florida Power Corp., however, the entire sum is deducted from the paycheck.

In most cases, offering payroll deduction requires an automated system which links the employee store to the payroll department. Therefore, you need to link your point-of-sale system to your payroll

department's computer system.

There must be a clear check-and-balance system. Cashiers must be sure they are inputting the proper employee's name or account number at the point of sale. Someone must then check to see the store's and payroll's records match. At all costs, be as accurate as possible to ensure the proper amount is deducted from the correct person's paycheck.

Although it is easy for employees to purchase merchandise with payroll deduction, it is more complex for them to return items. If an employee returns an item s/he is still paying for, the cashier must notify payroll to stop the deduction process, complete the proper forms and route them through payroll so the employee will be issued a check for the amount already paid.

With payroll deduction as a payment option, your store will experience increased traffic and ultimately increased sales. Employees will be more likely to purchase expendable items more often. You can also use payroll deduction to promote difficult-to-sell items. For example, you may limit payroll deduction sales to logo items or work-related items. Employees are also more likely to purchase large-ticket items on payroll deduction because it is interest-free and because they may have the option to spread payments over a six to eight-week period. Some stores also allow employees to purchase items over the phone with this method and to authorize dependents to purchase merchandise.

Although the benefits of increased customer service and the lack of outside costs may make this payment method look appealing, there are drawbacks as well. Dealing with employees' paychecks is a very delicate process. A slight error may damage goodwill. Be sure to print disclaimers on register receipts, be extremely accurate and monitor the process constantly. Weigh the sensitivity of this process and the added staff time required for monitoring it with the value of customer service and increased sales

before choosing to implement a payroll deduction program.

CONCLUSION

Accepting cash sales is very easy. It requires an ample currency supply and routine deposits. However, limiting your store to cash-only sales may be limiting its sales potential. Accepting checks requires slightly more bookkeeping, but is basically an easy process, with difficulties arising when checks are returned from the bank. Allowing employees to shop with credit cards can be costly to the store, but it can increase impulse buying and big-ticket sales. Payroll deduction allows employees to buy now and pay later, interest free. This payment method can increase sales on luxury items and big-ticket items. If you implement this program however, be prepared to work closely with the payroll department and anticipate collection problems.

Deciding which payment methods to offer your employee customers depends on the operation of your store (whether it's a break-even or profit operation), the store's variety of merchandise and the merchandise's ticket price. Other factors to consider include staff time, equipment needs, and the overall costs to implement the process.



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Inclement Weather Wear

Everything you need to know about the hows and whys of dressing for outdoor recreation and exercise.

by John DeLeo, Dave Holmes and Christopher Ummer

During the '80s, baby boomers became more conscious of cholesterol levels, heart conditions and weight problems and took to the outdoors and conditioning centers to prolong their youth and improve their overall health. Some measurable signs of this trend were in the increased availability and participation in such events as marathons, swimming, downhill and cross-country skiing, triathlons, modified triathlons, biking, mountain biking and various small craft events. Another measurable sign of the increased interest in outdoor activity participation is the

amount of money spent on vacation travel and specialized sports clothing.

The popularity of various outdoor activities and employee services and recreation programs can mean participating in activities in inclement weather. The following are some guidelines which may prove helpful in providing increased comfort while reducing the physiological impact of changes in the weather.

ENVIRONMENTAL IMPACTS

Conduction: Body temperature is affected by direct contact with objects either warmer or colder than the body's mean temperature of about 98.6°F (remember, there are individual variations in mean body temperature). Conduction is primarily noticed in the feet, resulting in a major emphasis on foot protection. Thick sturdy soles on sneakers or other footwear, along with layering socks, can help provide proper insulation from harsh environmental effects on the feet.

Another example of conduction is exercising during extremely hot or cold temperatures. As air enters the lungs, it must be absorbed into the body for use by the muscles. This transfer takes place in the lungs via

tiny air sacs called alveoli. For absorption into the body, air should be as close to 98.6°F as possible. If not, lung tissue could be damaged. Wearing a scarf over the mouth in both hot and cold temperatures during exercise can help reduce possibly harmful effects to the alveoli and lung tissue.

Convection (Windchill): Heat transfer is determined by the amount of air moving over and around a body. The greater the air movement, the greater the heat transfer or heat loss. This can be helpful or harmful, depending on the environmental situation.

Moving air over a moist surface causes evaporation, which is a cooling process. Evaporation of perspiration in a hot, dry environment allows the body to cool down during exercise. This evaporation process will continue as long as there is enough moisture in the body to produce perspiration. Perspiration contains valuable minerals that facilitate muscular and bodily functions. Rehydration—drinking water—is extremely important when exercising in hot environments.

Convection and the resulting effects of evaporation can also be harmful in cold environments. In a cold environment, evaporation causes the body to cool down below the 98.6°F mark. The body risks an increased reduction in temperature when cold rain is coupled with convection. Dressing for activities under these conditions should protect the body from the harmful effects of convection or windchill.

STRATEGIES FOR DRESSING

When dressing for exercise in extreme conditions such as heat, cold or rain, remember the following: The body needs to maintain a constant temperature; perspiration is essential

for the body to function; clothing should be based on the principle that one can take off or add layers.

Clothing is an extension of our skin. It helps maintain a constant body temperature and constant levels of body fluids. The body is made up of two thirds water, which contains salt, minerals and electrolytes—all which contribute to proper bodily functioning.

There are generally three different strategies for dressing in the outdoors. Always experiment to see what works for you:

A Layering System. Layering clothes allows each layer to have a unique function. The principle behind the layering system is to allow the body temperature to remain as close to 98.6°F as possible. This is accomplished by allowing perspiration next to the body to be whisked away through the various layers. This system is also based on the assumption that layers can be removed or added as needed.

A vapor barrier system. This dressing system is based on the principle that perspiration will dampen insulating layers and induce body heat loss through convection, evaporation or conduction. To prevent body heat loss, wear a moisture-resistant protective coating, such as a thin coated nylon shell, against your skin. As a result, perspiration is retained against the body and is not allowed to evaporate or be convected away. This controversial system suggests the body will reach a certain humidity point and will not perspire any longer. The principle has a great deal of merit and is used by many outdoor individuals.

A combination of the layering system and the vapor barrier system. In other words, use what is best for your body and the environmental conditions under which you are exercising. There has been some success in cold weather using a system of a synthetic insulating layer worn directly against the skin and a vapor barrier wind shell. Moisture from perspiration is

whisked up against the interior of the shell which can be removed periodically. Allowed to crystallize, the frozen water crystals can be shaken off providing a quick release of excessive moisture from building up and penetrating the insulating layer.

THE LAYERING METHOD

The most widely used technique for inclement environments is the layering system. There are generally three layers. The first layer is the sweat-absorption layer. This layer should whisk perspiration away from the body. Since this is the layer worn directly against the skin, it should feel comfortable. The most commonly used natural fiber is wool because it has a tendency to maintain its loft (it does not become completely absorbed with water because of natural oils). Loft is critical in this layer because it will facilitate whisking perspiration away from the body. Some popular brand names are polypropylene and Duofold™. Another form of fabric that precedes the synthetics is the fishnet design, which increases the surface area of the fabric for whisking.

The second layer is an insulating layer. This layer should create dead air space. Some popular materials are goose or duck down, polarguard and fiberfill. Which material is best for you will depend upon which environment you exercise in. When wet, goose down loses its natural loft, resulting in no dead air space and rendering itself completely useless; however, it is lightweight and compact. Synthetic fabrics are not as likely to lose loft when wet; however they are heavier and not as compact.

The third layer is a wind-protection layer. This layer should prevent wind from penetrating the insulating layer and the perspiration-absorbing layer. Penetration of wind into these layers will cool down the body temperature due to convection

and evaporation.

There are two categories of wind-protection materials: Breathable and nonbreathable. Breathable materials allow perspiration to pass through the fabric. Some examples of breathable fabrics are nylon, tightly woven cotton, a mixture of cotton and nylon, Gortex™ and entrant.

Nonbreathable fabrics do not allow moisture from perspiration to escape. Some examples of nonbreathable fabrics are coated nylon and various lightweight plastic fabric derivatives.

An effective layering system should allow warm air generated by the body during exercise to stay against the body and not be convected or conducted away by wind, rain, or contact with physical objects used during exercise.

Layering techniques should also apply to the head, hands and feet. Many manufacturers of sporting equipment are now designing clothing that combines several, if not all, layers together in one garment.

CONCLUSION

The skin has several mechanisms which help control body temperature, but because of environmental influences, such as conduction and convection, a person sometimes needs to help the skin control the body's temperature. Dressing in layers, in hot or cold weather, is the most widely used method. Layers should be easily removed or added to accommodate changes in the weather. In general, the best guide to dressing for inclement weather is to use common sense. If it's cold outside, dress warmly; if it's hot, dress to prevent dehydration; if it's raining, dress to remain warm and dry.



John DeLeo is a professor of outdoor recreation at Lyndon State College, Lyndonville, Vermont. Dave Holmes is a professor at University of Nevada, Las Vegas, Nevada. Christopher Ummer is head athletic trainer and exercise science instructor at Lyndon State College, Lyndonville, Vermont.

Ring in the Year on a New Year's Cruise

Here's a cruise option for your employee travel program.

by Karen Hannon

More people are discovering the value of an all-inclusive cruise vacation. Once thought of as a leisurely holiday for retirees, now singles, couples, families and business groups realize many cruise lines cater to the needs and desires of active and varied lifestyles.

Few vacations offer the luxury, elegance, simplicity and congenial atmosphere of a cruise ship. This is especially true on a New Year's outing.

Picture yourself getting away from the hectic pace of the holiday season

for three, four, seven or 10 days of warmth and fantasy aboard your floating resort. Add an

unforgettable New Year's Eve party to those plans and you'll soon agree there is no better way to "ring out the old and bring in the new."

Select from parties, supervised children's programs, health spas, sports activities, dancing, top quality food, entertainment and incomparable service and you will see why a New Year's cruise has become a "tradition" with so many people.

Whether traveling individually or as a group, selecting your ship, itinerary and cabin early is very important. A small, refundable deposit will hold your cabin.

It is always fun to travel with friends, family and coworkers whose company you enjoy. The diversity of activities on a cruise ship provides for the individual preferences of each person. Everyone then gathers for an evening of fun and to share the events of the day. Group discounts are limited, but still available on some holiday sailings. The key to obtaining reservations for groups is to make them as early as possible—a year or more ahead of time is a good idea.

A New Year's sailing is an especially good choice for groups. A group combines a friendly mix of coworkers and their families to create

a warm and welcoming atmosphere.

As with any cruise reservation, your best place to book is with a cruise-only travel agency or a full-service agency which specializes in cruises. A knowledgeable professional will provide the information, service and additional amenities you need and deserve to assure you and your group a concern-free travel experience. Most cruise lines have "group" rates available.

CRUISE LENGTH

Your first decision will probably be the length of cruise you can take. Your choices range from three to 14 days. The most common cruise length is seven days. Many ships that normally sail in the three- and four-day market change their itinerary for the holidays.

All of the top cruise lines offer excellent seven-day cruises. Destinations include the Caribbean, Panama Canal, Mexico and the South Pacific.

Ships in the three- and four-day market mostly leave from Florida and travel to the Bahamas.

SELECTING YOUR CRUISE

- 1) Decide on the length of the cruise you'd like to take.
- 2) Give some thought to destinations and your budget. What is important to your group? If employees will be traveling with their families, will you need good children's programs so the group can have some private "adult" time? Is the quality of the food or entertainment more important?
- 3) Call your cruise specialist to gain his/her expertise in helping you select the ship that best meets your individual needs. Make your reservations as soon as possible.

Plan on having a great time!



Karen Hannon is the president of Camelot Cruise Center in Cranford, New Jersey.

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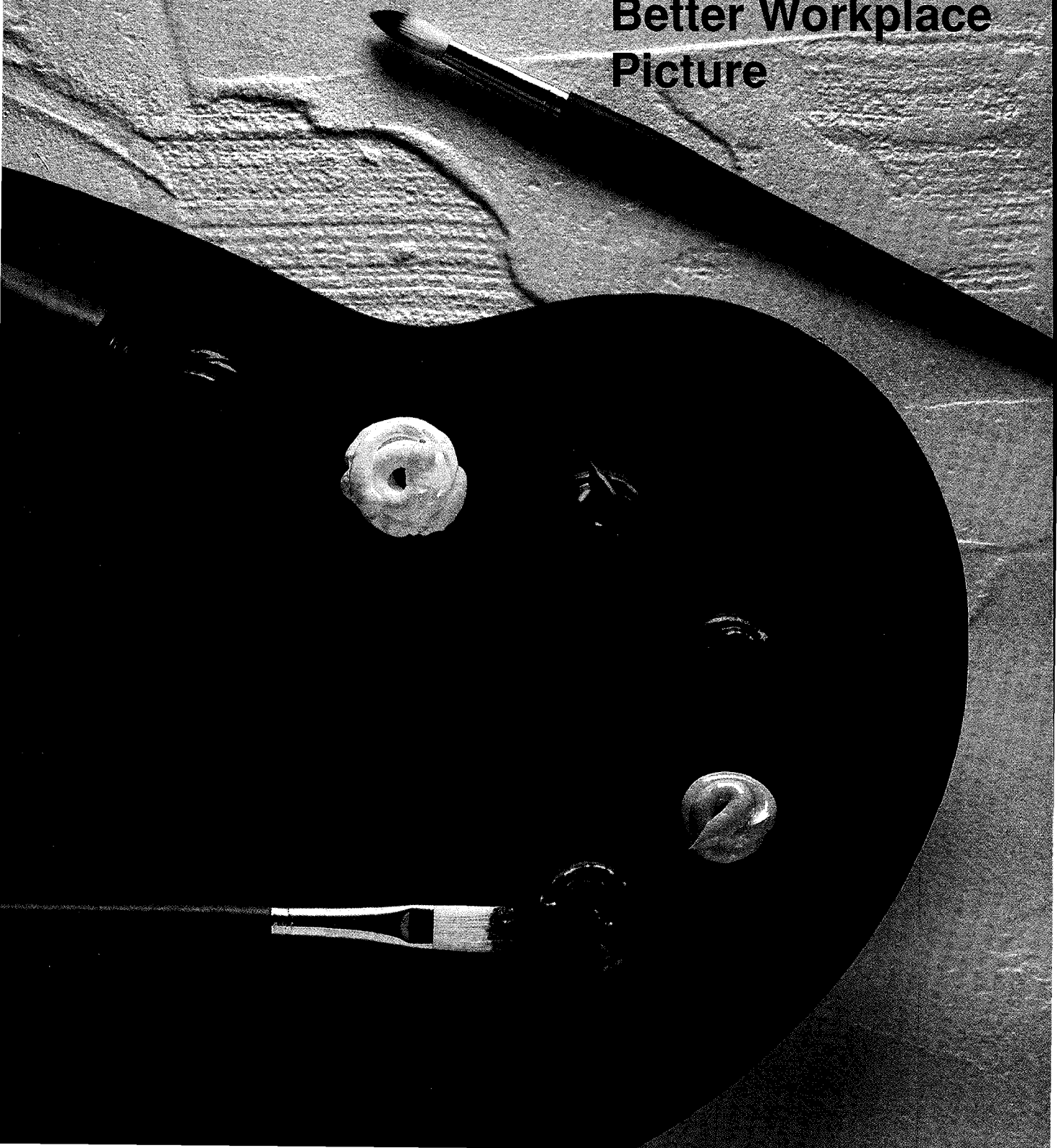
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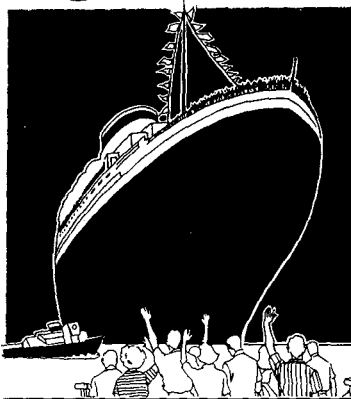
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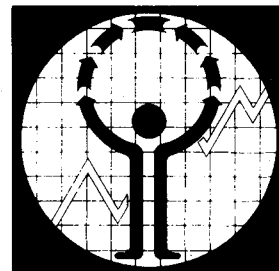
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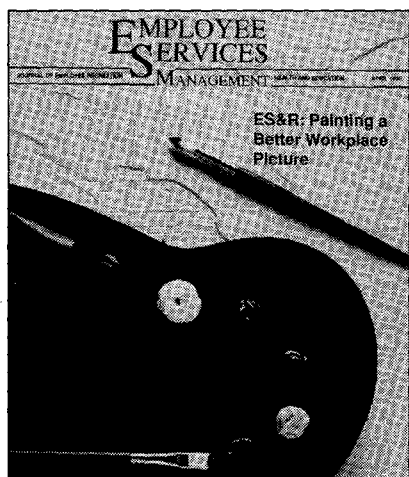
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- GAINING MANAGEMENT SUPPORT AND AWARENESS
 - SELF-FUNDING PROGRAMS
 - 1990 EMPLOYER OF THE YEAR

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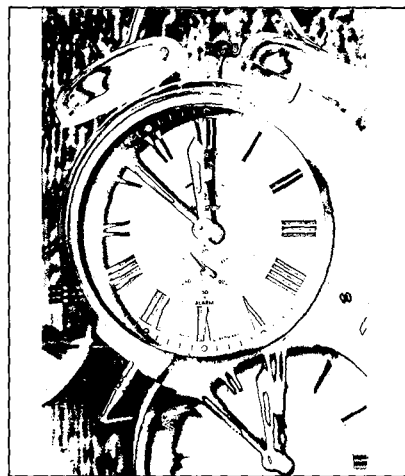
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Influencing Hunger

Scientists are coming closer to finding a way to trigger and shut down hunger, reports *USA Today*.

To do this, scientists have been manipulating a hormone that occurs naturally in the brain, Cholecystokinin, or CCK. When this hormone is naturally released, it triggers the feeling of being full. Lower levels bring on hunger. Researchers discovered they could make full rats feel hungry and hungry rats feel full.

Research was based on the discovery of receptors for the hormone in the brain and a substance that can block them.

This study may make medications which influence appetite available. Such medications may be used to treat compulsive overeating, bulimia, anorexia and loss of appetite in cancer patients.

New Guideline For CPR Procedure

The decreasing number of people enrolled in CPR classes may be a result of people reluctant to offer strangers mouth-to-mouth resuscitation for fear of contracting AIDS, reports *U.S. News and World Report*.

Although no resuscitation-related cases have been reported, the American Heart Association and the American Red Cross have addressed the public's fear by adopting a new guideline for CPR when a victim is a stranger.

The CPR procedure remains the same: "Rhythmically compress the victim's chest with your hands to keep the heart pumping blood and, when AIDS is not a concern, use mouth-to-mouth resuscitation to supply oxygen." However, those performing CPR on a stranger are advised to begin chest compressions

and "use their own judgement" about mouth-to-mouth resuscitation. It is vital for volunteers to get immediate professional help when these volunteers use chest compressions alone since "the oxygen in the blood will be exhausted a minute after the heart stops when no additional oxygen is provided—after this time, a victim may suffer brain damage."

Almost all trained professionals use pumps to get oxygen into a victim's lungs; therefore, the new guideline does not apply to them.

Fear of Flying the Friendly Skies

Americans' fear of flying has increased and leveled off at elevated heights, reports *American Demographics*.

A recent poll by the Gallup organization reveals 44 percent of Americans are afraid to board an airplane at least some of the time. This percent has decreased from 48 percent in 1987 and it has increased from 33 percent in 1988.

These latest findings suggest "a shift in public opinions toward the view that air travel safety has neither improved nor deteriorated over the past five years."

As a whole, 52 percent of Americans think flying on commercial airlines is less safe than it was five years ago.

Help Is Near

Hotels are designed to make healthy guests feel comfortable, but what can they do for guests who feel ill?

Most major hotels usually have procedures to handle a medical emergency and have some sort of medical backup, according to *Meetings and Conventions*. At some hotels, the security staff is trained to

implement first aid and CPR. In these hotels, the security staff handles medical emergencies first and then contacts any of several doctors on call from nearby medical centers.

Other hotels also have their security staff first address medical emergencies, but these hotels also rely on the emergency rooms of three nearby hospitals for more emergency situations.

A hotel in Manhattan has a doctor on call. When an emergency occurs at this property, the hotel staff uses a direct hotline to a nearby hospital, which can rush a medical team to the hotel in less than 10 minutes.

Growing Population Segment

The number of working Americans who are poor has swelled during the 1980s and the future does not look bright for this segment of working Americans living in poverty, according to a recently-released report from Washington University in St. Louis.

These Americans, termed, "the working poor" are the reality of a discrepancy between the widely publicized increase of high-tech jobs and the types of jobs the U.S. economy is actually producing. "The overwhelming reality is that most new jobs being created today are very low-skilled service jobs with low pay and no benefits, not these high-tech jobs," says Michael A. Sherraden, Ph.D., an associate professor of social work at the university and coauthor of the report.

The report, titled "The Working Poor," was prepared by Sherraden and seven graduate students in the George Warren Brown School of Social Work at Washington University. The authors conducted interviews and compiled data from a wide variety of sources, including the National Coalition for the Homeless, the

United States Census Bureau and other federal, state and local agencies.

According to the report, approximately 10 percent of full-time workers in the U.S. do not earn enough to raise a household of three above the poverty line. The 1989 poverty-level income of \$12,100 for a family of four allows for only \$83 per person for housing each month, \$19 per person each week for food, \$23 a month per person for clothing and only 85 cents a day for each person's transportation.

By all accounts, the numbers of working poor are growing. In 1987, the Center for Budget and Policy Priorities in Washington, D.C., reported that the number of Americans who worked full-time year-round, yet lived in poverty was 1.87 million, a 42.9 percent increase from 1978 when the total was 1.31 million. The total number of working poor in 1987, which includes those

who work part-time year-round and those who work full-time part of the year, was 8.4 million, compared with 6.6 million in 1978.

While the working poor can be found in most occupational groups, the overwhelming majority hold service, agricultural and retail positions, which are characterized by few or no benefits—particularly health insurance—and lack of upward mobility. These jobs include nurses' aides, farm operators and retail sales clerks.

The future looks grim: Almost half of the jobs projected to be created in 1995 will pay at or below the poverty level for a family of four, according to the National Unemployed Network, a Philadelphia-based coalition that advocates for and researches issues of the unemployed and working poor.

Seventy-five percent of the U.S. workforce is employed in the service sector. An estimated 1.6 million

manufacturing jobs were lost between 1979 and 1987, while 13.9 million service jobs were created. The jobs that were lost paid \$10,404 more per year on average in wages and benefits than the jobs that were created.

Of the jobs created in that time period, 84 percent were in the two lowest paying industries—retail trade and service—and 50.4 percent paid below poverty wages.

Pay for a Job Well Done

While most companies strive to link wages with productivity, few will be capable of putting this into practice until companies change their "definition of fairness and equity so they relate to managing pay," reports *The Wall Street Journal*.

This will require companies to develop new theories for giving employees pay increases. If they

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continue to increase salaries to compensate for the cost of living, they will continue to have little money to reward productive employees.

Companies also need to evaluate their practice of keeping salary scales in line with what the competition is paying, using traditional compensation strategies that try to put most employees at the midpoint in salary range. Employers should examine how performance reviews are used and whether or not they present employees with inflated assessments and expectations of full rewards.

Housing Benefits

The scarcity of affordable housing in some parts of the country has some companies helping their employees buy homes, reports *USA Today*.

Many companies in rural towns and metropolitan real estate markets face difficulties attracting employees because employees cannot find affordable housing.

"Nearly 100 companies among the Fortune 500 and smaller firms offer some kind of housing assistance to workers—and not just those employees being relocated," states *USA Today*. Companies offer a wide range of assistance, from offering to pay closing costs on home purchases, to making loans for downpayments (that don't have to be repaid) and donating land for construction.

One company has helped with closing costs by paying mortgage origination fees on loans up to \$187,200 for employees who have been with the company for at least six months. For larger loans, employees pay the first percentage point and the company pays the remainder of the loan. This company has spent \$400,000 to help 350 of its 3,000 U.S. employees.

Another company located in a pricey real estate market on the East Coast grants headquarter employees a loan for 15 percent of the purchase

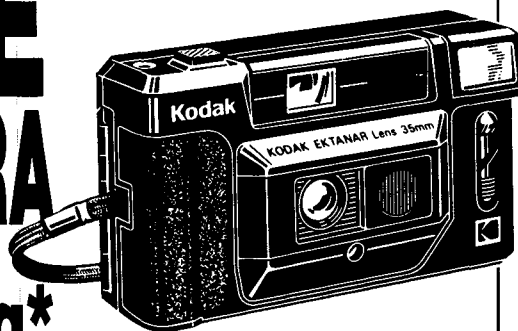
price of a home. If employees stay with the company for five years, they are not asked to repay the loan or the interest on it.

Over 200 firms in New Jersey are working with a state program to guarantee mortgage loans for employees with family incomes under \$65,000. With this program, home

buyers can obtain a loan with little or no downpayment and they can qualify for a larger loan. One finance company will lend 100 percent of the price.

A computer company is taking another route to help its employees. It is building a new town and selling the homes to employees at cost.

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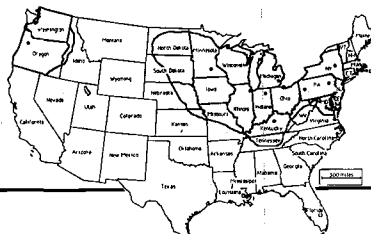
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**1990
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Walking Boots

A new pair of boots may be just what many paraplegics need. Special orthopedic boots called Vannini-Rizolli Stabilizing Orthosis have already allowed hundreds of people with spinal damage, who were never thought able to walk again, to take a few strides, reports *Insight*.

These knee-high boots anchor and stabilize the wearer's ankle and foot, allowing him/her to stand and walk usually with the help of a cane or walker. Although A. M. Vannini of Bologna, Italy originally developed and tested the boot, 100 medical facilities in the U.S. are now evaluating them.

The boots look similar to those worn by Frankenstein's monster, but these orthopedic wonders are not as heavy as they appear. Constructed of sponge and plastic, the boots are fitted individually and secured with lacing

and zippers.

The boots are produced with wedges designed to slightly elevate the wearer's heels, helping those without feeling in their legs find their center of gravity, lock their knees and stand.

Patients tend to go through a slow and awkward training time to use the boots. However, the experience of standing not only boosts patients' morale but their circulation, kidney function and bone strength as well.

Company Events Become Alcohol-Free

Companies are using caution when serving alcohol at company-sponsored events, reports *Crain's Chicago Business*.

Many companies strictly prohibit drinking during office hours on or off the premises. At one company,

regardless of the situation, disobeying this rule is a "firing offense," says one senior vice president. He adds, "We tell everyone about it, we mean it and we enforce it."

Another company takes this rule a step further. Even at social events, when spouses are present, only beer and wine are offered to guests and each guest is usually limited to two drinks. This company gives guests tickets for their drinks and no drinks can be purchased. With an extremely low tolerance for alcohol abuse, this company is very careful to be sure nobody overindulges in alcohol. Improper behavior due to drinking is absolutely not accepted at this company.

One electronics company also implements a two-drink limit at business or social functions after hours, especially when employees have to drive home afterwards. At sales meetings, a limited amount of

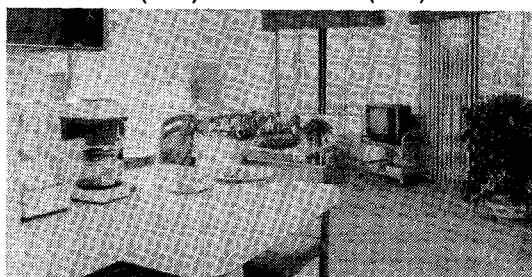
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predinner drinking and table wine is served, but only if employees are staying at the facility overnight. Although this company has always served alcohol in this cautious manner, it is now taking steps to formalize this policy.

Despite the strict rules some companies enforce, in some cases, no rules apply to company-sponsored employee clubs which have financial support of the company but are run by club members.

Not all companies have formal policies regarding alcohol. Some companies promote wellness and part of that promotion discourages drinking in general. Other companies simply make it difficult for employees to drink excessively by shortening cocktail hours, serving only beer and wine and eliminating cash bars. In many cases where formal policies do not prevail, companies are following informal policies which generally steer away from serving alcohol.

Tips for Smokers

With U.S. commercial flights (except some to Hawaii) banning smoking, smokers should take steps to make themselves more comfortable

during flights, suggests *USA Today*.

Smokers may wish to bring gum, mints, or anything that can help them get through the flight without smoking.

Since caffeine and alcohol stimulate the urge to smoke, it is best for smokers to avoid these substances.

In the past, some people have used smoking to help them deal with their fear of flying; however, there are other practices that can help as well. For example, smokers can go through the motions of smoking by taking deep breaths and releasing them slowly to quell the urge. It can also be helpful for them to occupy their hands by knitting, completing crossword puzzles or doing some other activity. Some may opt to take connecting flights, rather than direct ones, with smoking layovers.

Nursing Home Residents

Women outnumber men nearly three to one as nursing home residents, reports *The Wall Street Journal*.


Two analysts with the federal government's agency for Health Care Policy and Research examined the backgrounds of 3,350 typical men and

women living in nursing homes as of January 1, 1987. Through this research, they've compiled the following profile of nursing home residents: Forty percent had been in the nursing home for three years or more and almost 33 percent had been there up to three years.

Slightly less than 33.5 percent had no immediate family. Ninety percent were white. About 67 percent were 80 years old or older, but 5 percent were between the ages of 18 and 54 and 5 percent were between 55 and 65.

Well over 50 percent of the residents studied need assistance with four or more daily activities such as getting into or out of bed, bathing, dressing or walking. Almost 40 percent suffer mental disorders ranging from depression or periodic anxiety attacks to schizophrenia or Alzheimer's disease.

Less than half exhibit major behavioral problems: Slightly over 10 percent occasionally injure other residents or staff members and about 33 percent throw temper tantrums or make trouble.

About 1.5 million people live in U.S. nursing homes and the future may bring little improvement. There will be more people who are very old and have outlived their caregivers. 



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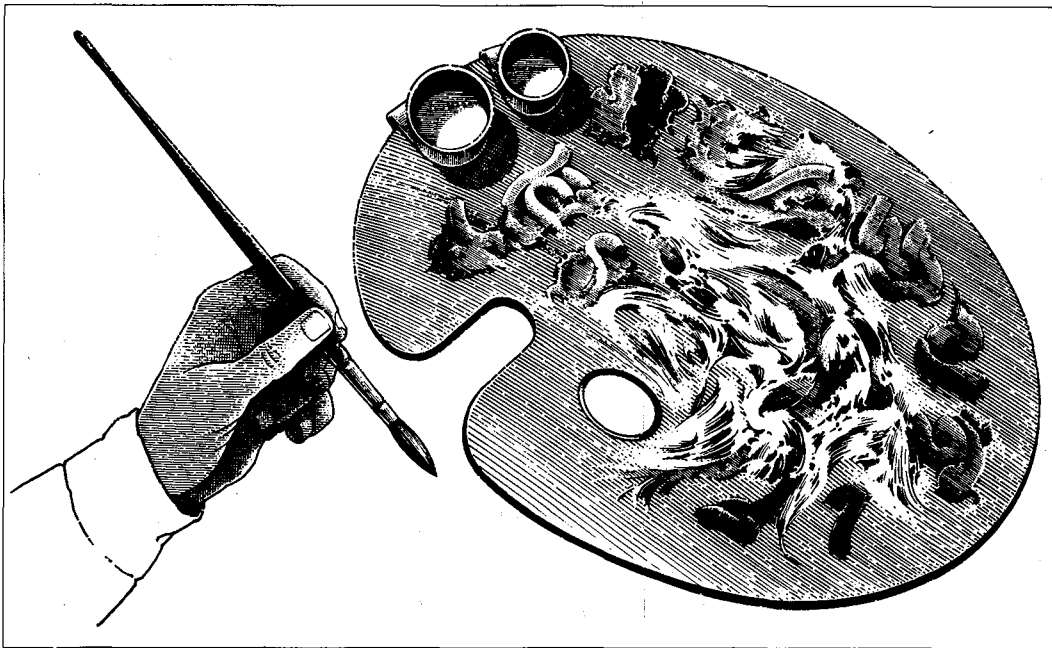


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ES&R:



Painting a Better Workplace Picture

This is part one of a two-part article examining ES&R's potential in the workplace. Part one examines why ES&R is a vital part of both human resources and corporate/public relations; hence, a vital part of the organization. Part two will describe what an ES&R department could (or should) look like.

The challenge before ES&R managers is to convince management ES&R programming is valuable rather than "nice." To do this, ES&R managers need to extract the "ES&R-ness" of what they do and market their programs in terms of the organization's objectives. This in no way implies a multi-hatter shouldn't be so or a volunteer shouldn't work on ES&R programs; this article contends that in order for management to view ES&R as necessary, it must be presented as such. Here's a discussion of how to meet this challenge.

by Elizabeth D. Grumbine, editor

Justification. That word alone seems to cause more confusion, more stress, more frustration than any other for the ES&R manager. You must always justify why you would like to host a specific program, you may need to justify why the company should subsidize or pay for certain programs—and then you must show a definite, positive return on the company's investment in your time and their money. It's a challenging task, but a necessary one.

In an economy where merger-mania predominates; where budgets are cut across the board; where one day employees have a job and the next they don't; where business objectives now need to include a global perspective; even where the elements of the worker pool are changing, it's really no surprise that catch-words like "justification" leap to the tongues of long-term planners.

The challenge for the ES&R manager is to adjust his/her thinking to meet the objectives of the organization. If the organization expects justification, then the ES&R manager must cite examples of savings to employees through discount programs, of reduced health claims due to wellness programming, of improved morale and better communication gained through participation in the employee club's sports leagues. This is really nothing new and of course it's not easy. But in a shaky economic and business environment, rather than standing up and taking the credit for the positive effect ES&R programming has on employees' lives and productivity, ES&R managers exude a sense of insecurity, thinking that if the budget is cut, theirs is the first department that will get cut.

Again, you must adjust your thinking to meet the objectives of the organizations for which you work. To do otherwise could spell disaster for your programming. It's unfortunate but true, unless a job function relates directly to the organization's objectives or the CEO's goals, that job function will be viewed as superfluous. Equally true, and equally unfortunate, is that sports leagues, employee savings programs, even wellness programs and EAPs are viewed as "nice" programs a company only offers if it has the wherewithal, or the desire, to do so.

Fortunately, in a society which thrives on information, the ES&R manager who turns his/her programming into a tool to garner positive attention for the company is, in fact, meshing with the objectives of the company. With the knowledge of your organization's culture and objectives in mind, you can translate your programming into valuable information about the goings-on of the company. The benefits of doing this are threefold: You enhance the organization's image in the community as a great place to work, you allow employees to participate in activities with the goal of improving morale and increasing productivity, and you secure your position as valuable and necessary in your organization.

How do you achieve all this? One of the ways is to examine your job description. Employee services and recreation is an "umbrella" term. No two ES&R managers have the same job, or even the same job title. Whether you

are a multi-hatter, a full-time ES&R manager or a volunteer, you can transform what you do into "ES&R" by marketing your programs as such. Many ES&R managers function under other job titles: Human resources, employee relations/activities, even corporate relations or public relations. Of course ES&R is any one of these things—it is also all of these things and more. Let's examine these different areas and discover why ES&R should be recognized both in these departments and ultimately, as its own department. Obviously, many ES&R managers' positions are already under the ES&R department title. But for the ones who are not, think about it: Wouldn't you like to paint a portrait of what ES&R is or should be in your organization?

EMPLOYEE ASSOCIATIONS

Perhaps the most easily-identified part of ES&R is the employee association or employee club. Through the ES&R manager's programs, employees are able to participate in sports activities together, travel or see movies at a discount, attend health or parenting fairs and much more. For the most part, employee clubs or associations are run independently, some with company resources and some without. In many cases, the employee association is a break-even operation, which is its own justification. The challenge for the ES&R manager who runs an employee club or association is not to justify his/her position, but to find ways to capitalize on the association's independence. There are many ways to do this: Subsidize (or plan entirely) the company picnic or Christmas party, expand employee services, invest in an employee store, etc. Remember to communicate the club's independence to management; this can be a valuable tool for a company to use in its annual report or to attract prospective employees.

HUMAN RESOURCES

Human resources and employee services and recreation seem to have the same goals: To attract and retain quality workers. Because of equal opportunity and affirmative action laws, human resources is an extremely crucial department in an organization's structure. ES&R has no laws to give it validity, only the belief that ES&R programs are necessary to improve morale, reduce absenteeism and increase productivity. Belief alone does not justify an ES&R manager's programs, though. This is the crux of the matter: How does ES&R justify itself?

Human resource managers are concerned with improving employer/employee relations, empowering employees to get the job done, involving retirees in the organization, dependent care issues, the diverse workforce, wellness, employee recognition programs, and

education—so are ES&R managers. This is why the distinction between the two “titles” is so important.

For example, regarding retirees, human resource managers are concerned with communicating profit-sharing or pension-plan benefits to retirees during preretirement planning programs; in many cases, human resource managers view retirees as prospective, obviously skilled, employees who could be rehired if needed. These are quantitative approaches to retirement planning. ES&R managers involve retirees in community service programs, often recruiting them as volunteers to help plan activities. This helps the retiree feel like a continuing part of the organization, and also communicates two things: It communicates to present employees a sense of stability that they, too, can always be affiliated with the organization if they choose, and it communicates to the community that retirees are a valued part of the organization, enhancing the organization's image in the community. This qualitative approach is as necessary as the HR approach.

DIFFERENT KINDS OF BENEFITS

Most employers offer a benefits package of some sort. Oftentimes, though, human resource personnel are faced with employees who assume benefits packages are a “given” and who wouldn't work at an organization unless it provided them. If employees assume a given organization should offer a benefits package and wouldn't work there otherwise, offering a quality benefits package strengthens the organization's position in attracting and retaining quality workers.

In addition, even though many managers regard the *Workforce 2000* report as a trend analysis with little bearing on business life, many organizations are already noticing a difference in the availability and skills of employees. The workforce is obviously not what it once was. There are already more women and minorities in the workplace than even 10 years ago. In addition to this, gone is the concept of the nuclear family of breadwinner father, homemaker mother and two children. Socially speaking, divorce and changing definitions of what a family is have changed. Economically, it's difficult for a single-income family to function.

Proactive organizations have already responded to these demographic changes by offering cafeteria benefit plans, dependent care referral or subsidized dependent care plans, maternity leaves, sabbaticals, flextime, flexplace and a host of other programs to help employees stay productive and on the job. They do not do this because it is “nice” but because it is necessary.

Equally necessary is finding a way to blend these different work patterns, employee locations and employee needs. That's why the ES&R manager's position is so vital. Through a vast array of programs, the ES&R manager can create ways to blend different groups of

people to generate understanding and foster teamwork. Programs geared toward generating understanding and improving communication between vastly different employee groups and employee activities held at times for all shifts of employees to attend are two ways to achieve this goal. Through programs such as these, a stay-at-home or part-time worker can participate in an activity as readily as an employee who works in the office. Ideally, through ES&R programming, employees and management alike will be able to understand individual motivators and capitalize on them by challenging employees (or themselves) to produce to their highest potential—which has obvious implications on an organization's bottom line. Through his/her programming, the ES&R manager instills a sense of belonging among different employee shifts or locations, which translates into dedicated, hard-working employees. Just as finding negotiable ways to keep employees productive and on the job are necessary, so are finding ways to capitalize on employee motivators through diversity training and instilling a sense of belonging through ES&R programming. It is an astute organization which recognizes the valuable differences of these two vital functions; it is an equally astute ES&R manager who is able to mark the differences between the HR- and ES&R-ness of his/her position and capitalize on those differences for the good of the employees, the organization and the ES&R manager's value in the organization.

CORPORATE/PUBLIC RELATIONS

Communication is a crucial aspect of any organization. Without it, action on specific activities falters, employees become discouraged because they don't know what is expected of them and management loses its sense of “the big picture.” Communication is a multi-faceted process and it is virtually always part of an organization's objectives.

With this in mind, many organizations have included community service in their mission statements. The ES&R manager can be most instrumental in achieving this objective. Community service programs achieve a few objectives at once: They communicate to the public that the organization cares about the community in which it is located, which enhances the organization's image; and by using employees as volunteers, employees can feel good about an organization which becomes involved in community issues.

Beyond this, through community service programs, the ES&R manager creates an effective way for employees to develop relationships outside the workplace which translates into improved communication in the office, improved morale and increased productivity.

Kathy Carney, manager, employee activities program for Bull Information Systems in Billerica, MA, is a prime example of an ES&R manager who handles community service activities as a corporate and public relations tool.


By using employees as volunteers in community service programs, Carney feels both the organization and the employees benefit: The organization benefits by communicating that Bull is concerned with social issues and cares enough to donate time and money to the community; the employees benefit through being able to work together and feeling good about the fact they work for an organization which truly cares. This enhances the idea that Bull is a great place for which to work.

Employees also benefit in other ways. Creative ES&R managers design programs which supplement community offerings. For example, many organizations offer wellness programs, health or parenting fairs, cooking classes, self-defense classes—the list is virtually endless. Through these programs, the organization further communicates it cares about the people it employs enough to help them address their lifestyle or health concerns. The ES&R manager is an excellent conduit of this organizational message.

On a community-wide scale, ES&R managers contract and buy products and services from area vendors to support the local economy. For example, they may recommend the organization rent space in a local childcare center; they may order logo T-shirts, athletic equipment or sportswear from a local vendor; they may order service awards from a local vendor—this communicates the idea that the organization is truly committed to keeping the

community productive, which enhances the organization's image in the community. Again, through his/her programming, the ES&R manager can communicate many things about the organization at once: That the organization cares about the community in which it is located, that it cares about the people it employs, that it supports local businesses—and most of all, that it is a great place in which to work. In terms of corporate/public relations, the ES&R manager's position is valuable indeed.

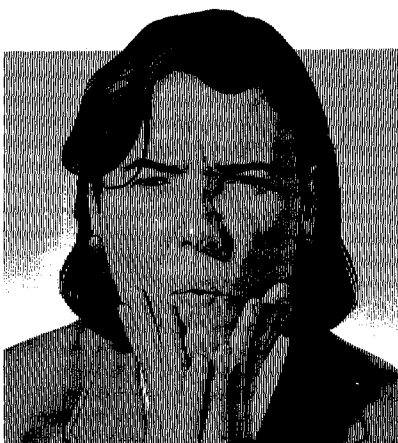
CONCLUSION

In an information-craving society, an ES&R manager who communicates to management the "ES&R-ness" of his/her activities in terms of organizational objectives paints a better picture of his/her potential as a crucial part of the organization. The ES&R manager does this by capitalizing on the independence of an employee club or association; by showing how the company's investment in the ES&R manager's time and the company's money can translate into an enhanced image in the community as a good company for which to work and a good company to have in the community; and by showing employees and prospective employees that the organization can adapt to individual needs for the good of the organization. 

Stop Sweating It

Don't spend hours researching a service or program you'd like to provide for your employees.

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You've paid your dues; now use the resources that are available.

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Workforce Challenges of the '90s: Employees and Dependent Care

The biggest misconception about dependent care is that an on-site center is the only answer. Because every corporate culture is different, an organization must create its own ways to answer employees' dependent care needs in order to remain competitive.

by Bonnie Michaels

Two working parents is now a national norm. According to *Fortune* magazine, by 1995, it's possible that 90 percent of women 25 to 40 years of age will be working and at least 86 percent will be parents. For corporations to attract and retain skilled workers, they must offer programs and benefits that support family needs, especially when significant numbers of the workforce must juggle the everyday responsibilities of child or eldercare along with their careers.

Innovative and progressive companies are addressing the needs of the changing workforce. These companies do so for a variety of reasons:

- They want happy, loyal and productive employees;
- They realize dependent care concerns can adversely affect employee productivity;
- They know that if they don't offer flexible work options they will lose valuable, skilled workers;
- They want a competitive edge in a tightening labor market.

These companies may not have faced a labor shortage yet, but know the cost of losing a good employee. They may be attempting to reduce turnover. Some organizations, such as those in the healthcare industry, have experienced retention problems for a long time and see the immediate benefits of flexible work options to attract and retain employees.

There are several Chicago-area companies which have promoted new policies, programs and benefits to help their employees. One of them is Hewitt Associates. In Managing Work & Family's consultation with them, we learned they recognize the need for associates to strike a balance between work and family life.

"Hewitt recognized that associates' work demands are high," says Linda Foster, family resource consultant. "It's a real juggle to manage both work and family. While the work and family benefits help meet the needs of associates, these benefits also help us to meet the needs of our clients. From a business standpoint, we think it

makes sense to help support associates' family responsibilities."

The firm is genuinely committed to creating a supportive environment for all associates. Ted Hewitt's goal was to create a satisfying work experience. His goal is being implemented by helping employees. Some of Hewitt's family benefits include:

- A family resource consultant and library
- Expectant parents sessions and workshops
- Work and family workshops
- Sick/emergency care arrangements
- Mother's room (support for those who return to work after birth of a child and wish to continue nursing)
- Associate assistance program
- Personal/family days
- Two-week parenting extension (additional time after birth of a child)
- Leave of absence after maternity
- Part-time positions, jobsharing

- Dependent care account
- Overnight dependent care and sick dependent care
- Adoption benefits.

GAINING SUPPORT/AWARENESS

Those organizations not initially receptive to helping employees meet family responsibilities often can be persuaded after reviewing statistics regarding the shrinking labor market or by comparing benefits offered by a competitor. Education and a "gut" understanding of the plight of employees who have parental and eldercare responsibilities is an important first step in the awareness process. The CEO who has never had to juggle career and family may begin to understand the severity of the

RELATED STATISTICS FROM THE NATIONAL JEWISH COUNCIL

- 50 percent of all marriages end in divorce.
- 80 percent of all divorced people remarry and more than half divorce again.
- 56.8 percent of American children under the age of six have two working parents or a single parent (10 million).
- There are only 40,000 daycare centers, serving two million children and only 105,000 daycare homes, serving one million children.
- There are seven million latchkey children.
- Women with children under six are absent an average of 12.8 days a year.
- 4.5 billion job hours are lost each year due to tardiness, absenteeism and sickness.

EMPLOYER BENEFITS NEW MOTHERS CONSIDER USEFUL

- | | |
|------------------------------------|-----|
| • Help finding childcare | 56% |
| • Voluntary part-time work | 57% |
| • Childcare at or near work | 72% |
| • Flextime | 71% |
| • Childcare subsidies | 81% |
| • Paid days to care for sick child | 90% |

situation when his career-oriented daughter has difficulties. Or, the CEO may have to deal with an ailing elder. At that point, there is much greater receptiveness to the need for employee resources.

Another way to make upper management aware of the seriousness of dependent care issues is to conduct employee and manager focus groups. At Managing Work & Family, we have found that when we have had face-to-face contact with employees in an environment of confidentiality we have been able to uncover the difficult family situations that affect their ability to be productive at work. Managers, too, have been able to cite examples of single parents, blended families, as well as dual-career couples taking care of children and elders, who are struggling with a multitude of issues. After the specific issues are brought to the surface, employees and managers can be very creative about the solutions to the

problems. They can observe what the corporate culture is or isn't doing to support family needs. They are truly looking for ways to improve their ability to get the job done. Their stories are heroic and admirable. They don't wish to be coddled, rather, they are asking for benefits, services, programs and resources to help them be effective both at work and at home.

What else should a company be thinking about to support employees who have family responsibilities? Studies have indicated women will return to work sooner after maternity leave if there is flexibility in the workplace and affordable childcare is available. Perhaps the woman can return on a part-time or jobsharing basis for several months; perhaps some work can be accomplished at home from a computer terminal. On-site childcare services are not always the answer, although some corporations may choose this option. Some resources regarding availability

of area childcare facilities should be considered and possibly subsidized.

Childcare isn't the only issue about which employees are concerned. As children grow older, or as divorce separates the family, other conflicts and stresses may occur. The manager who understands the issues and can work with the individual for a win/win situation will keep a loyal and productive employee. Managers need new tools as their roles expand. I've worked with companies who see the need for this type of training and what it means to the long-term goals as well as short-term benefits for the company.

For example, our consultation with the American Hospital Association (AHA) has resulted in training programs for employees who need skills and options to manage conflicting roles. Managers received training in how to help their employees who have issues that affect absenteeism and tardiness.

STEPS TO RESPOND TO CHILDCARE NEEDS

ANALYZE ORGANIZATION

EVALUATE SEVERITY

- Absenteeism
- Tardiness
- Distraction

IDENTIFY NEED OF MANAGERS AND EMPLOYEES

- Survey/interview for severity and extensiveness of needs
- Project employee demographics
- Identify available resources

REVIEW BENEFITS

REVIEW POLICIES

ASSESS CULTURE

CREATE PLAN

IMPLEMENT

REVIEW PLAN

AHA also believes in bringing families together on the worksite. Last year, Managing Work & Family conducted a family day that included "hands on" activities for parents and children. The day included a special booklet for children to help them understand their parents' jobs. Parents could attend a workshop on how to communicate with children about work responsibilities. These innovative programs help children understand more about their parents' jobs and help reduce some conflicts.

What's the best way to get started? Because every corporate culture is different and resources vary from community to community, getting qualitative and quantitative information is a first and important step. Through my work with a variety of companies, I emphasize the need for a good employee organizational assessment that not only looks at childcare issues, but all issues that affect productivity, absenteeism, tardiness, recruitment and retention. As the population ages, individuals will be caring for elders for as long as 18 years. These and many other issues affect an employee's ability to manage work and family effectively.

DEPENDENT CARE OPTIONS

The biggest misconception about dependent care is that an on-site childcare center is the only answer. In reality, there are numerous solutions to problems of varying degrees. What's right for a 50-employee company may not even scratch the surface for a company with 50,000 employees.

At Managing Work & Family, we emphasize *creativity* in problem solving and prevention. Because every corporate culture is different and resources vary by where employees live, the first challenge is to determine all options possible and which ones can be cost-effective. This step follows the needs assessment

process mentioned, where managers and employees are surveyed, focus groups are conducted, the corporate culture is analyzed and community resources are reviewed. Then, using a task force, outside consultant or an in-house expert, the brainstorming begins.

A menu of selections might include:


- Childcare: On-site, off-site, consortium arrangements with a nearby center, intergenerational center.
- Financial Assistance: Subsidizing, voucher programs, pretax options.
- Sick Childcare: Special centers, list of professionals who come to the home.
- Before and After School Programs: Working with school systems, subsidizing, hotlines for latchkey children.
- Flexible Work Options: Part-time positions, jobsharing, flexible schedules (10-hour workdays, shifting start times), work-at-home options.
- Childcare/Eldercare Resources and Referrals: Hotlines, in-house referral network, on-site consultant.
- Family Unity Programs: Family days at the worksite, family picnics, booklets for children explaining their parents' jobs.
- Education and Training: For CEOs, managers and employees.
- Personal Leaves: Maternity/paternity, adoption, sick leaves, sabbaticals.
- Other Options: Employee assistance programs, relocation services, mother's room, travel policies, resource and referral library.

CONCLUSION

Companies today have numerous options from which to choose. They can't afford to do nothing if they are to remain competitive in today's marketplace. Young people are shopping around. They read about the companies who offer the best benefits for individuals who are planning a family. They will choose the company

which can support family needs. Those individuals already in the workforce will have a variety of needs as their family situations change. The divorce rate, which often leads to single parenting, continues at a high rate. According to the National Jewish Council, 50 percent of all marriages end in divorce; 80 percent of all divorced people remarry and more than half divorce again. This contributes to the 4.5 billion job hours lost each year due to tardiness, absenteeism and sickness.

These individuals, and others with dependent care concerns, need to work, want to work and must have strong support systems. Otherwise, everyone suffers: The company, the individual and the children. Because children are the workforce of tomorrow, we need to give them the opportunity to grow and learn under the best possible circumstances. This can only be accomplished by providing the benefits, programs, services and resources employees need to make sure their children are taken care of properly. Those companies which have come to realize this will promote loyal, productive employees and reduce absenteeism, tardiness and distractions.

It's not just common sense; it's good business sense. 

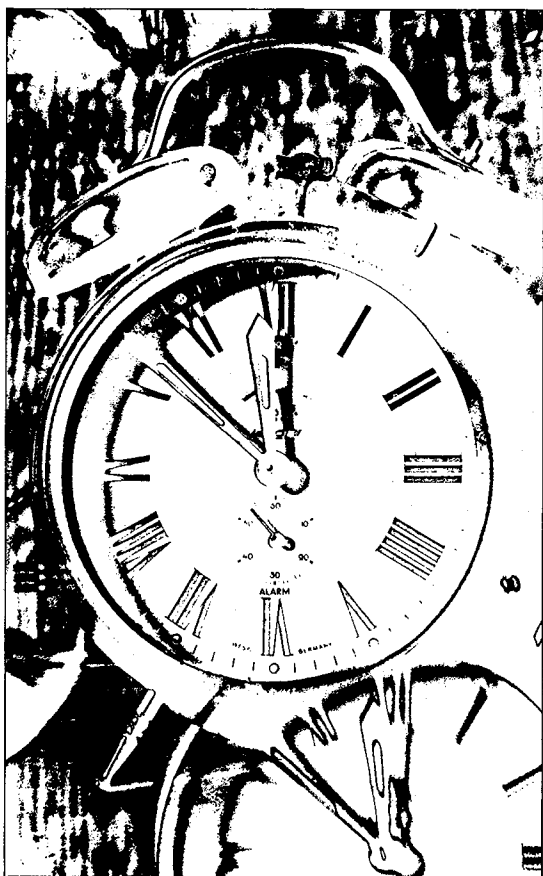
Bonnie Michaels is president of Managing Work & Family in Evanston, Illinois.

ADDITIONAL RESOURCES

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Bureau of National Affairs, Inc., Special Report. *Work and Family: A Changing Dynamic*, 1986. The Bureau of National Affairs, Inc. Attn: Circulation Department, 1231 25th St., NW, Washington, DC 20037, (800) 372-1033.

Fernandez, John. *Childcare and Corporate Productivity: Resolving Family/Work Conflict*, 1986 Lexington Books, DC Heath and Co., 125 Spring St., Lexington, MA 01173.



Making Time for Employee Services and Recreation

Find out how management and ES&R personnel can work together to create ways for employees to take time out for ES&R.

by Alma-jean Marion

Organizational structure in the personnel department, the employee services and recreation program at the University of Washington Medical Center in Seattle, Washington has evolved from a half-day orientation program for new employees to a year-round program of events and activities for active and inactive (retirees) employees and their families. The program currently serves about 2,200 employees.

Contributing to the success of this program has been a unique approach in management style that has proven compatible with the mission of the medical center. The University of Washington Medical Center is an acute patient care facility licensed to service 450 beds (inpatient), as well as outpatient clinic services. Situated on the University of Washington campus, it is a major teaching health care agency dedicated to providing quality patient care locally, regionally and nationally.

The majority of activities are held during the work day. The committees and task forces which plan these activities also meet during the work day. Perceived as a highly visible and major component of the day-to-day operations of the medical center, every medical center

employee views the various tasks and responsibilities as a volunteer opportunity. Considering the fast-paced workplace, as well as the complex and diverse personal lifestyles of the workers of the 1990s, holding ES&R activities during the work day is an absolute must for us.

Management support and leadership have been essential for the acceptance and progress of the program; program expectations are clearly delineated. The executive director of the medical center annually reviews, approves and actively supports program activities and events. This is critical to the success of any program within the workplace.

The executive director appoints a 12-member voluntary advisory committee annually which oversees, reviews, recommends changes and plans staff activities. The employee services program director, a paid staff member, serves as liaison to the executive director for all employee activities of the medical center and serves as staff to the advisory committee. The latter may appoint as many subcommittees and task forces deemed necessary to plan and carry out specific activities.

Because the list of employee activities is endless, the

advisory committee plans the priority programs—the traditional events and activities for the year. Any other activities are considered extra.

TIME OFF DURING THE DAY

Recognizing the demands of patient care activities, as well as employees' personal needs, programmed events and activities are held during the day on employee lunches and rest breaks. We make a concerted effort to plan activities compatible with routine operations of the medical center. Because employees are responsible for patient care, they cannot spend much time away from their work area. The demands of childcare schedules and family life mean many employees cannot participate in activities after work, much as they would like to do so.

PROGRAMS/ACTIVITIES

Each spring, five-year employee service awards are presented at a reception held over a two-hour period in the afternoon. The format is that of a drop-in reception. Employees use their break time to attend, receive their award from administrators and management staff, have refreshments, take in the light musical entertainment in the background and hear a brief message of appreciation from the executive director. Employees return to their work stations and relieve others so they can enjoy the same kind of format. The program is very informal, yet elegant. What has to be relayed is done so in a manner comfortable for the employee and nondisruptive to patient care activities.

The annual summer social is offered over the lunch shifts, outdoors on the canal bank, which is conveniently located on-site, under brilliant sunshine (we hope!) and plenty of fresh air. Because the event occurs over a 2 1/2 hour period, it accommodates the diverse lunch shifts observed by medical center employees. There is adequate time to enjoy the festival menu and entertainment, visit booths and exhibits and get away from the daily job routine for a while. It's unlike any other day of the year; the atmosphere is relaxing and enjoyable.

Staff who cannot leave their work areas may send runners to the grill where a special meal is packaged for take-out to the work station. This allows them to enjoy a piece of this annual tradition as well.

The Annual Employee Awards Luncheon and Program is a two-hour affair with full service. Managers and supervisors cover (when needed) the work stations so employees eligible for awards can receive them. Because the activity is planned well in advance, managers can arrange adequate staff coverage.

The annual winter holiday social encompasses a variety of activities throughout the month of December, in which many employees may participate at their work stations,

such as food/toy drives. Employees establish collection boxes in the work areas and everyone contributes as they can. The main event is an afternoon social where beautifully-decorated tables are set with sweets and beverages of the holiday season. Medical Center Administrators visit work stations of the evening shift employees and bring them trays of refreshments and offer holiday cheer. Activities include visits from Santa and impromptu group singing. The tree-lighting program and decorating contests are other activities in which employees can participate to whatever extent and at any time they choose.


We make every effort to be considerate of the demands of the job and the personal lives of individuals. All activities and programmed events are viewed as benefits to the employee and their families, in addition to the standard health and welfare benefits (medical, dental, life, long-term disability insurance and retirement program). To us, our ES&R programming is the spice that ignites enthusiasm and a feeling of well-being. Employees benefit from the idea that "my employer really cares about me!" These programs are definite morale boosters.

The response received from employees following each of these activities is positive and beneficial to the medical center in terms of improved morale. Employees do appreciate our efforts and they say so.

COMPANY AND EMPLOYEE BENEFITS

Employees who volunteer on the advisory committee and task forces benefit also. Not only is there a feeling of having done something for others, but these experiences also build marketable skills.

Robert H. Muilenburg, executive director of the medical center, says, "Teamwork is a term easily used, but hard to achieve. It requires constant effort and working together with common values—respect for the individual, excellence in personal effort, service to others, innovation in problem-solving, and accountability of results. These apply to every position in the Medical Center, no matter where you work."

With this in mind, we encourage employees to use the many services and programs offered by the University of Washington Medical Center to enrich both their work and their personal lives. Making time for employee services and recreation at the workplace enhances employee job satisfaction and has a positive influence on productivity. 

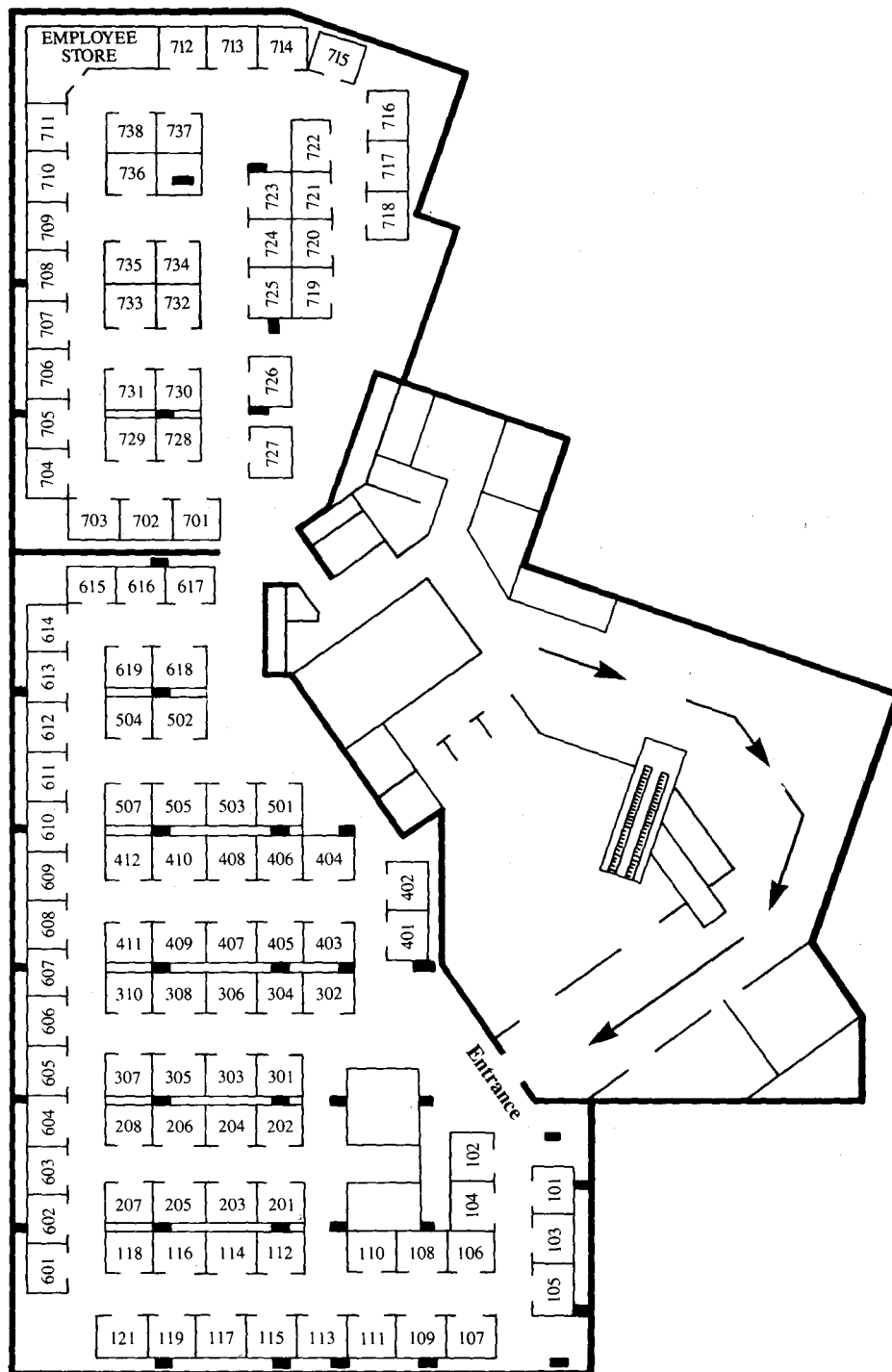
Alma-jean Marion is program director of the employee services program at the University of Washington Medical Center in Seattle, Washington.

NESRA'S 1990 CONFERENCE EXHIBITOR'S LISTING AND FLOOR PLAN

BOOTH NUMBER

EXHIBITOR

102	Southbridge Clothiers	502	MBF Sports
103	The Cruise Co.	503	Brunswick Recreation Cntrs.
104	Cruise-A-Way Travel & Tour Co., Inc.	504	Kenko Sports Int'l, Inc.
106	Orlando/Orange County Conv. & Vis. Bureau	505/507	Trans National Financial Services/Maryland Bank N.A.
107	Universal Studios Florida	601	Palm Springs Aerial Tramway
109	Universal Studios Hollywood	602	Business Innovations
108	Enclave Suites at Orlando	603	Angersbach Int'l Tours, Inc.
110	Karena Hotels, Inc.	604	Hilton Hotel Corp.
111	Residence Inn by Marriott	605/606	Walt Disney's Magic Kingdom Club
112	Wet'n Wild, Inc.	609/610	CYBEX, A Division of Lumex, Inc.
113/115	Sea World	611	Cravat Club, Inc.
116	Oneida Silversmiths	612	Wyndham Ocean Dunes
117	Busch Entertainment Corp.	613	Executive Color Studios
119	Kings Island	614	Flight Line Co.
121	Musco Sports Lighting, Inc.	615	San Diego Zoo/San Diego Wild Animal Park
201/203	Qualex Inc.		ATEC
202	Las Vegas Con. & Vis. Authority	616	See's Candies
204	Entertainment Publications, Inc.	617	Aris Isotoner, Inc.
205	Holiday Inns, Inc. Eastern Region	618	Right Now Productions
206	Days Inns/Days Hotels of Southeast Florida	619	Rodeway Inns Int'l
207	The Fun Co.	701	Kapan-Kent Co. Inc.
208	Health Edco	702	Nikon Inc.
301	American Bowling Congress	707	Employee Travelgear
302/304	Fun Services	708	Poulan/Weed Eater
303	National Rifle Assoc.	709	District Photo, Inc.
305/307	Employee Photo Service, USA	710	Harris, Mallow & Contempra
306	Velva Sheen Mfg.	711	DataFlow Cos., Inc.
308	Swerseys Chocolates & Gifts	712	VideoMax Corp.
401	Bronson Pharmaceuticals	713	Howard Johnson Fountain Park Plaza Hotel
402	Ice Capades/Harlem Globetrotters	718	Kissimmee-St. Cloud Convention & Vis. Bureau
403	Embassy Suites, Inc.	719/720	Days Inn/Suites & Quality Suites
404	Westin Hotels & Resorts		Montgomery Ward Incentives
405	Guardian Photo, Inc.	721	The Fashion Craft Corp./Ellen Kay
406	Swissair	722	Grandma's Fruitcake Co.
407	Texas Instruments, Inc.	723	Chalk Line, Inc.
408	Delta Queen Steamboat Co.	724	Star Trac by Unisen
409	California Custom Design	725	Perks Unlimited, Inc.
411	Trans Global Tours	726	
501	Hanover Shoe Co. by Ron Jones & Assoc.	727	
		728	
		729	
		738	



NESRA'S 'CAPITAL' ATTRACTION: NORM CROSBY



Norm Crosby, the Master of Malaprops, will be the featured entertainer at President's Reception/ Dinner Dance Saturday, May 19, 1990 at the **49th Annual NESRA Conference and Exhibit** at the Hyatt Regency, Crystal City in Arlington, VA.

Mr. Crosby is among the most-recognized and widely-quoted comedians in show business. For many years Crosby has been one of the busiest of the "name" comedians in the nation's top night clubs, theaters and casino showrooms, as well as on top television variety, talk and game shows.

Sponsored by the Las Vegas Convention/Visitors Authority, don't miss this opportunity to see Norm Crosby and benefit from his unique sense of humor!!

NESRA's 49th Annual Conference & Exhibit
May 16-20, 1990
Hyatt Regency Crystal City
Arlington, VA

Instructions

1. Please use one form per person/couple—photocopies allowed.
2. Complete all portions of this form and mail to:
 NESRA, 2400 South Downing Avenue, Westchester, IL 60154
 NESRA's phone number is (708) 562-8130
3. Your name and company will appear exactly as you indicate.
4. Please read registration, hotel, and cancellation policies.
5. Print or type all information clearly.

Registration Policy

The registration fee includes attendance at all events, business meetings, educational sessions, conference meal functions, exhibit hall and planned social events.

Hotel Housing Policy

All room reservations must be made directly with the Hyatt Regency, Crystal City. We cannot guarantee availability of room after April 15, 1990. The NESRA conference rate at the Hyatt Regency is \$107 single and \$117 double. A reservation card will be part of your registration confirmation packet. Should you prefer to phone in your reservation, the number is (703) 418-1234. Please be sure to state that you will be attending the NESRA Conference.

Cancellation

Full registration will be refunded if cancellation is received postmarked no later than April 15, 1990. After this date, a refund cannot be guaranteed.

NESRA'S 49th ANNUAL CONFERENCE REGISTRATION

Name _____ nickname _____

Title _____

Company _____

Address _____

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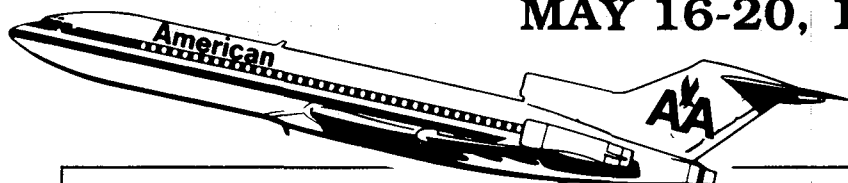
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We feel we have proven the "no-frills" approach to employee store management can be an effective one. To carry it off successfully, the store's staff must manage and plan carefully and, most of all, respond to customer needs. Indeed, the no-frills approach places a premium on product offerings, but most of all we place our emphasis on the service we provide our employees.

For most consumers, the term "no frills" connotes barebones selection and service that approaches indifference. Yet, for Rockwell International employees in Cedar Rapids, Iowa, the no-frills approach means giving up window dressing and replacing it with real value.

Back to Basics

Here is an example of how your employee store can concentrate on a "no-frills" approach in serving your customers.

by Judy Jourdan

THE NO-FRILLS STORE

A common perception of no-frills employee stores is that the merchandise is dull and unappealing. Those accustomed to an employee store filled with flashy commercial items unrelated to the company might feel that way about Rockwell's stores. However, like any successful retailer, the store has assessed its customer base and serves its needs.

Located in the heart of the nation's 'bread basket' (Iowa), Rockwell employs 8,000 people who have strong Midwestern work ethics and traditional, rather than faddish, merchandise tastes. Therefore, the store's managers emphasize simplicity and utility in selecting merchandise. For example, merchandise offered in our store is more conservative than at our sister stores on the West Coast. We limit our merchandise to corporate signature items.

Employees have access to the store every day between 9 a.m. and

4:45 p.m. Our store sports two glass display cases and a clothes rack that invites our customers to touch and try on garments. Some of our most popular items are sport caps, T-shirts, jackets and gym bags. As mentioned before, our employee base is conservative; therefore, medium-priced goods sell quickly.

VENDOR UTILIZATION

Our products are top-of-the-line. The employee store is located within the company's facilities and service is highly regarded. Our corporate signature merchandise program has been in place for more than a decade, and as an added service, employees can purchase this merchandise through payroll deduction. A vast selection of products are available from our corporate vendor, who handles purchasing and warehousing merchandise for corporate facilities nationwide. Recently, our corporate agent solicited each Rockwell location for information concerning the best selling catalogue merchandise, new ideas and merchandise we would like to see dropped or added to the program.

Our corporate vendor provides a price list and full-color catalog including all available products every two years. The catalogue is sent to all employee store locations across the country so each store can control its inventory levels independently. The Cedar Rapids store generally keeps a modest inventory—about two dozen of the most popular items, fewer of the rest—which allows the store to keep a broad selection of goods in stock on display.

In addition to this, because the employee store and recreation administration office are jointly located, the store often receives requests from teams in company

sports leagues for uniforms bearing the corporate signature. The store acts as the purchasing agent, soliciting bids from local vendors as well as from the corporate agent to determine the best source to meet cost and delivery requirements.


CUSTOMERS

In addition to Rockwell employees living in Cedar Rapids, the employee store also provides service to those working at other locations throughout Iowa and in other states, including a facility in Melbourne, Florida that employs about 1,000 people. At each location, an employee is designated as the store representative—by mutual agreement with the facility manager—who provides promotional catalogues and places orders for coworkers. Foreign visitors and employees from other companies are also welcome to shop at the store during their stays.

By operating in this way, both the store and our customers benefit. Customers benefit from the store's services at a location where the volume could make opening a store cost-prohibitive; they receive personal attention from people they know and work with. The store benefits from additional sales it would otherwise miss.

Yet another customer for the employee store is the company itself, primarily the marketing department, which frequently relies on the store to provide standard or customized corporate signature merchandise as promotional material for trade shows and other events. Other departments look to the store for materials for meetings, recruiting fairs and open houses. We encourage our marketing departments and other departments to order on a quarterly basis, thereby providing their departments with an ample supply of merchandise for spur-of-the-moment events/programs. By planning ahead, we can eliminate air freight costs.

CONCLUSION

By concentrating on the basics—good products and good service—we can offer employees and store visitors top-of-the-line merchandise at reasonable prices. Our store's staff plans carefully and is responsive to our customers' needs. Our "no-frills" approach to employee store management has worked well for us. 

Judy Jourdan is administrator, employee services & recreation, at Rockwell International in Cedar Rapids, Iowa.

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Weekend Athletes Beware!

Learn, through the fictitious characters Bill and Maria, why weekend-only athletics can be harmful to participants.

by Michelle Gonzalez

The health craze of the past decade has helped create a more fitness-conscious population. Sports and the pursuit of athletic goals are popular. They offer an outlet for exercise, social gatherings, positive reinforcement, happiness, a chance to test one's athletic potential, strategy, competition and self-gratification. Yet many people forget sports involve strenuous activity and therefore pose

some degree of health risk

for many individuals. Match this inherent danger with an individual who is not aware of his/her limitations and who thrives on competition and you have the "weekend athlete." S/he is not an amateur athlete or recreation exerciser, but rather a compromise between the two. The danger involved lies in the weekend athlete's sporadic and inconsistent training and inability to listen to his/her pain.

WHO IS A WEEKEND ATHLETE?

"Bill," a bank teller, is 28 years old, overweight and feels stress from his job. In addition to his daytime job, Bill attends school three nights a week. He looks forward to every summer when he and his college friends form their softball team. In the past two years Bill's team has won the league's championship title and Bill has been voted MVP. Bill feels a strong camaraderie toward his teammates and this year he vows to win the championship title for his team. He knows he should try to exercise during the week, but he finds he is too busy. Consequently, every softball game he plays, he wonders whether he will survive through the last inning. Bill pushes himself to continue playing, although he sometimes feels short of breath or

experiences chest pains. After these games, Bill is so exhausted he has a hard time eating and sleeping.

Bill is a weekend athlete. He and many other weekend athletes differ in their interests and lifestyles, yet are similar in that they occasionally participate in strenuous activities (such as baseball), have high aspirations or competitive goals and do not physically prepare for the demands of their chosen sport or activity. Eventually, weekend athletes overexert themselves and become exhausted, injured, or worse, candidates for sudden death due to cardiac arrest. What they fail to understand is that their bodies can't act upon athletic aspirations only. They have to be physically fit and know their physical capabilities and limitations.

WHY WEEKEND ATHLETES ARE UNFIT

A fit individual is one with an efficient cardiovascular system, conditioned to deliver oxygen-rich blood to muscles and organs upon demand. A fit individual has the strength, endurance and agility to sustain a physically-demanding activity. S/he is capable of exerting more muscular effort, power and ability without jeopardizing his/her health. A weekend athlete, such as Bill, is unfit because s/he does not train the cardiovascular and muscular system for the physical demands of certain activities. When s/he undertakes a muscular activity requiring more oxygen-carrying blood, the heart and lungs become stressed, muscles retain lactic acid and the weekend athlete could suffer a variety of other physiological imbalances. These stresses upon the body lead to exhaustion and injury. Add other health risk factors such as

stress, a poor diet, being overweight or unaware of cardiopulmonary disorders and the weekend athlete's potential for injury doubles.

There are several kinds of injuries a weekend athlete may sustain. Injuries such as physiological alterations, bursitis, tendonitis, tennis elbow and runner's foot occur when prolonged stress is placed upon a certain unconditioned joint or muscle. Musculoskeletal injuries such as these could be prevented with regular training or conditioning to strengthen the body. Sprains, bone fractures and concussions result from a sudden unfamiliar fall or impact. An awareness of one's physical limitations and the willingness to stop an activity if it feels painful would also help prevent injury. Other risk factors which are associated with direct injuries:

- Musculotendinous imbalance of strength, flexibility, or bulk.
- Anatomic malalignment of the lower extremities, including differences in leg lengths, abnormalities of rotation of the hips, position of the kneecap, and bowlegs, knock knees, or flat feet.
- Improper footwear or equipment.¹

Physiological alterations such as dizziness, exercise hyperthermia, ketosis (a mild acidosis of the blood and urine) and dehydration all occur from overexertion. Studies have shown that exercise does carry some risk of cardiac arrest. Even low-intensity exercise by individuals with cardiac disease has been related to cardiac arrest.² The weekend athlete is a prime candidate for overexertion, as s/he is more motivated and competitive than his/her counterparts, yet less physically fit for the activity s/he chooses. S/he also prefers to ignore the signs of overexertion.

For example, "Maria" feels she has a great cardiovascular system. She walks almost every day and plays tennis with her brother every Saturday. Maria hasn't run competitively in years, but she's determined to run a 10k race at the pace she ran in college. At the race,

although it is an uncomfortable pace, Maria concentrates all her efforts on sustaining her stride and in doing so bypasses most of the water stations. Unfortunately, she doesn't have the endurance of her college days and soon lactic acid begins to build up in her quadriceps. She feels overheated, tired and sluggish but she continues. Finally, she loses all strength and is forced to slow down. Maria barely drags her hyperventilating and thoroughly dehydrated body across the finish line.


In this instance, Maria showed early signs of overexertion, but she ignored these signs in order to attain an unrealistic goal for which she was not physically trained. She may have been cardiovascularly fit, but only for the activity she was conditioned for—walking. In order to attain a high standard of performance, exercisers should prepare themselves by training certain muscle groups and their cardiovascular systems for the specific movements and efforts their sport demands. A conditioned cardiovascular system helps the body regulate its temperature to an optimal point. Excess body heat can then be dissipated through skin blood flow and sweating.

CONCLUSION

Unlike most recreational exercisers who are moderate in their approach, Maria and Bill push themselves to points of physical pain, mental anguish or physiological breakdown. Their enthusiasm to win, to be the best, or need to be accepted by their fellow "athletes" prevents them from listening to their bodies when they tell them to stop. Yet the injuries a weekend athlete sustains are not only related to athletic aspirations but also to his/her fitness level. The weekend athlete rarely exercises or trains other than once a week or on the "weekend." Consequently they are "deconditioned" on exercise days, and could suffer an injury.

It's helpful to keep these four points in mind:

- Exercisers should try not to do too much, too soon. Pacing is important.
- Train for an activity, do not strain.
- Listen to (and know) the body's limitations.
- Warm up and cool down.

Activity participants should assess their aspirations and goals. If they enjoy the camaraderie, fun and strategy that go hand in hand with participating in sports, they should also know they are not professional athletes and they each have their own capabilities. Throw away all those mottos of "no pain, no gain," and "winning isn't everything, it's the only thing" and help your activity participants pace themselves. Participants should have fun in your sports and activities, but remember to save them from overexertion and injury during the weekend so they can function comfortably for the rest of the week. 

Michelle Gonzalez is fitness director for the National Fire Protection Association in Quincy, Massachusetts.

FOOTNOTES

¹ Lyle J. Micheli, M.D., "Lower-Extremity Injuries: Overuse injuries in the Recreational Adult," *The Exercising Adult*, p. 279.

² S.P. van Camp and J.H. Choi, "Exercise and Sudden Death," *Physician Sportsmedicine*, 16:49+ Mr 1988, p. 49.

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A number of studies have indicated the importance of proper playground design. Experts suggest that playgrounds should contain rewarding and pleasurable experiences and allow for a means of self-expression. Playgrounds should be accessible, provide for safe yet graduated challenges and allow for a diversity of play.

Child-guidance experts are generally enthusiastic about this type of play environment. They see play-

Playground Design and Safety

grounds as a learning experience in which children invent novel uses for equipment and are free to engage in make-believe and symbolic play. A dull, static playground does not allow for creative expression and will not attract children.

DESIGN CONSIDERATIONS

According to Esbensen (1987), the size of the playground for early childhood learning is usually determined by factors beyond the control of the director or teachers. Items such as amount of space and funding available for the project will influence design. Each potential playground site is unique, so flexibility is needed in the design process. There are, however, some general guidelines for the design process. As Esbensen indicated, a playground should:

- Provide both open and closed areas to accommodate a variety of play activities.
- Provide for the four basic play categories—physical, social, creative-cognitive and quiet retreat.
- Maintain a scale that relates to the size of the children.
- Be accessible for maintenance and emergency equipment.
- Have landscaping characteristics that provide protection from

prevailing winds and automobile traffic.

- Provide for sun and shade areas.
- Present a variety of shapes and forms.
- Provide a variety of surfaces to accommodate different activities.
- Provide a variety of landscape components and topography.

There are no hard and fast rules to follow when determining the types of equipment which should be included on a playground. A "typical" playground for preschool and early elementary children would include a sandbox, low slide(s), swings, low-climbing apparatus, free-play apparatus, paved walkway for cycle toys, open grass area for running and free play, paved area, picnic table for board games and craft activities, benches and tables for parents/supervisors. Most distributors of playground equipment sell both free-standing apparatus and integrated apparatus that combine slides, sliding poles, tire swings, horizontal ladders and climbers through a series of ladders, platforms and bridges.

SAFETY

Playground safety should start by discussing the safety features of the playground equipment with the sales representative. After purchasing the equipment, conduct a thorough inspection of all pieces before assembly and installation. Check all pieces against a parts list and inspect them to ensure compliance with the manufacturer's specifications.

Installation may be done in-house if the maintenance department has the time, appropriate skills and equipment. A consultant may aid in the design and/or installation process, or the equipment distributor may help in the installation process.

Upon installation and periodically thereafter, a system of preventive maintenance should include an inspection of all bolts, welds, chains

Are you considering adding a playground to your daycare or recreation facilities? Here is a discussion of the factors involved for both indoor and outdoor equipment.

*by Dr. Donald F. Lutz and
Dean S. Pybus*

and moving parts. Take immediate steps to remove or repair any deficiencies. Record all inspections and repairs in a maintenance log.

Improper use of play equipment and play areas contribute to accidents. Proper supervision is important to children's safe enjoyment of the playground.

GROUND COVERS

The areas under and around playground equipment and active play areas are quite different. Active play areas are used for physical games involving running, jumping and hopping and are of a hard, unforgiving surface. The areas under and around playground equipment should be designed for safety and should be soft, forgiving and resilient surfaces.

Active play areas may use macadam, concrete, asphalt (or similar surfaces), or compacted soil. These surfaces require minimal maintenance and repair but do not provide protection from injury. It is virtually impossible to grow grass in active play areas if compacted soil is used. Poor drainage will turn the play area into a "mud hole" and restrict usage until it dries out. Because these surfaces do not provide protection from injuries due to falls, they should not be used under and around playground equipment.

The ground covers used around playground equipment should meet the safety guidelines established by the Consumer Products Safety Commission for Impact Attenuation. These guidelines are the results of tests conducted to determine the ability of various surfaces to absorb the impact of a child's head should the child fall from a piece of equipment. The ground cover should extend over the entire use area of the equipment (6'-8' in all directions surrounding the equipment).

Consider the following surfaces for installation under and around playground equipment:

- Bark: Pine, nuggets, shredded.

- Sand, pea stone, crushed stone.
- Shredded tire.
- Synthetic materials.

No one surface is the answer to all safety and maintenance concerns. You need to consider all installation, maintenance, cost and safety features (including advantages and disadvantages of each material) before you choose a surface for your playground.

INDOOR PLAY AREAS

When providing day-long daycare, indoor and outdoor areas help provide a well-rounded experience for children. The areas should be used at different times by different age groups so play and learning are not inhibited by age-related conflicts. In general, the indoor area(s) need to be age-specific and provide for a variety of play and learning centers.

A well-planned indoor area can encourage independence in preschoolers and provide a sense of order and pride in all young users. Environments, Inc. provides the following suggestions for room arrangement and safety:

- Separate quiet, passive areas from noisy, active areas.
- Store play materials and toys close to where they will be used and, if appropriate, accessible to the children.
- Do messy activities on hard-surface flooring for easier clean-up.
- Prevent running indoors by using furniture and dividers to break up open spaces.
- Separate play areas visually.
- Hang displays and accessible toys and materials on room dividers at the children's eye level.
- Make sure furniture and play equipment have smooth surfaces and rounded corners and are age-appropriate.
- Stabilize furniture and shelving.
- Arrange logical traffic patterns; do not block exits.
- Teach proper use of furniture and play apparatus.
- Have several clean-up times per day

to avoid clutter and its associated accidents.


A complete indoor daycare program should include areas for dramatic play, gross motor play, arts and crafts, science, math, manipulatives, music and books.

In addition to the play/learning areas, two support areas are also necessary. A resting area is needed for preschoolers. This area should include cots or mats in numbers to accommodate all preschoolers in attendance. A parent area should include the children's lockers and an area to display messages to parents.

SUMMARY

There are no definitive standards for the design and development of play areas. Amount of space available, age of children, cost of equipment and installation, supervision responsibilities, accessibility and ability to maintain the area and equipment should be considered when designing the play area, whether indoors or outdoors.

The equipment should be age-appropriate and be designed and installed with the children's safety in mind. Proper surfacing under and around the equipment is also necessary to provide a safe landing area should a child fall. Indoor and outdoor play areas should allow for active and passive play, both alone and in groups, and should encourage physical and mental exercise.

Indoor and outdoor play area design should not be approached haphazardly. Careful thought and consideration allows for a well-designed play and learning center that will stimulate, challenge and be safe. 

Dr. Donald F. Lutz is associate professor, Department of Recreation and Park Administration at Central Michigan University in Mt. Pleasant, Michigan. Dean S. Pybus is assistant professor, Department of Recreation and Park Administration at Central Michigan University in Mt. Pleasant, Michigan.

Visualize for a moment clear blue skies, radiant sunshine and the twinkling of crystal white snowflakes that blanket everything in sight. Now add to your picture majestic mountains, snow-covered aspen trees, a truly magnificent ski run perfectly groomed, moguls or tree-gladed—your choice. Feel the wind in your face as you gracefully ski down 3,000 feet of vertical mountain. See yourself skiing to your condominium. A crackling fireplace, hot tub and apres

Ski Colorado!

ski relaxation await you. Label this visualization Colorado and realize that you can make this picture a reality.

For over 100 years Coloradans have taken advantage of their snowy, sunny winters by playing/skiing in the mountains. Colorado has an average of 297 days of sunshine each year (more than Miami or San Diego), plus the dry climate (33 percent average humidity) means it's comfortable even on cold days.

You are ready to plan the great escape from the city and look forward to enjoying the blue skies, majestic scenery and clean, fresh air. But how? How do you choose the right ski resort? How do you determine the best accommodations plus go about making reservations? How long should the ski trip be? When is the best time to go? To answer these questions, follow these steps to make your visualization come true!

BEFORE PLANNING A SKI TRIP

Find out what kind of ski vacation your employees want. Develop and circulate a questionnaire that covers the following questions:

- Who's going? Skiers are social people—singles, like groups and families, want to enjoy the sport together.
- How well can they ski? Ask what type of skier each member of the

group is: First-time beginner (never skied before), beginner, intermediate, expert/advanced.

- Where have they skied before? Find out if they want a similar trip or a new skiing experience.
- Where do they want to go? Ask for first, second and third choices.
- For how many days? Employee vacations and work schedules will determine how long they feel they can afford to be away. Plus, some ski resorts are a better choice for long weekends; others for week-long vacations. It depends on the travel time and expense involved.
- How important is nightlife?
- Do they need childcare?

Choosing the right ski area is a matter of knowing your employees' requirements. Bear in mind all ski areas have at least some trails for every level. If you are dealing with a group, your decision must be based on the majority.

TRIP LENGTH

If the ski trip is for two or three days, it should not take more than four to six hours to get there. This allows for an afternoon departure on Thursday or Friday plus a full day of skiing on Saturday and Sunday, with an arrival home between 9 and 11 p.m. If you are flying, make sure the airlines can accommodate this type of schedule. Ski trips that take longer than six hours are more acceptable if the number of days is four or more. A typical ski week will include a day of travel to Colorado and a day for travel home, with five days for skiing and one day open for other activities.

FINDING A TRIP COORDINATOR

Refer to your NESRA directories and contact the ski areas that are members, the tour operators that

Here is a step-by-step plan to enjoy the best skiing Colorado has to offer.

by Nancy R. Harris

specialize in skiing and other member corporations that have active ski clubs and get the advice and recommendations of people who know Colorado's ski areas, hotels and condominiums. Some of the most active NESRA member ski clubs: Boeing, Seattle; Texas Instruments, Dallas; Digital, New England, Phoenix, Albuquerque and Colorado Springs; General Dynamics, Fort Worth; Ford Motor Co., Detroit.

MAKING ARRANGEMENTS

There are many reliable ski tour companies that a recreation coordinator can call. Ski tour companies usually have a variety of packages available, depending on the ski area, dates and money your employees want to spend. A good ski tour company should save you time and money and the frustration of negotiating contracts and hunting down the best deal for your travel groups' dollars.

Due to the volume of business ski tour operators conduct with a ski area resort, they should be able to provide you with a better price than calling direct. If not, you may want to make the arrangements yourself. Remember, though, in order to qualify for group discounts, you will usually need 25 or more people. A good ski tour company should have expertise and experience in negotiating contracts with hotels, bus companies, etc. If you are not comfortable with this side of the business world, a reliable ski tour operator can be your best resource.

When hiring a tour company, you need to be aware of the following:

- This ski tour company should provide a proposal that will answer all of your questions about the lodging facilities and give you necessary cost comparisons.
- The tour company should negotiate on your behalf the best deal for accommodations, transportation, lift

tickets, activities, meals, etc.

- If meals are included, the ski tour company should be willing and able to take care of these details too. They should only need to ask your budget and preference of meal selections such as prime rib versus chicken.
- All contracts should be signed by the ski tour company. They should provide one easy-to-understand contract between your company and the ski tour company.
- Make sure the ski tour company carries adequate insurance and carries an "errors and omissions" policy. This will cover you in the event they make a mistake or omit any portion of the contract.

Never fear that you won't have anything to do if you hire a tour company. The most important things still need to be done in order to ensure a successful ski trip.

ADVERTISING/PROMOTION

The most important aspect of a successful trip is advertising and promotion, the actual marketing and sale of the ski trip to your employees. Whether you make your own arrangements or purchase a package from a ski tour company, you must sell it to your employees. Try the following:

- Flyers/handouts art for recreation office.
- Posters or flyers on bulletin boards, near coffee and in bathrooms.
- Announcements in employee newsletter.
- Special presentations during lunch hour (show videos, hand out brochures).
- Paycheck stuffers.
- Flyers in employee mail slots.
- Announcements on PA system.

THE REST!


Once the promotional duties are done, the following still require

careful attention:

- Sign people up—provide them with a payment schedule and receipts with clear details and cancellation policies.
- Get people to pay on time.
- Organize a rooming list—which means determining who shares a hotel room or condominium with whom.
- Send deposits to ski tour company or hotel, transportation companies and ski area on time to avoid forfeiting any deposit money.
- Have participating employees sign liability releases.
- Be able to answer questions like: What should I pack? What phone number do I leave for the babysitter? What's the weather like? If the ski tour company is good, they will provide a fact sheet you can photocopy and give to everyone. Whether you prepare the fact sheet or the ski tour company provides it, make sure it is easy to read. Be ready to answer the same questions.
- Plan a social event: There should be a least one social event during the trip that provides everyone a chance to be together and socialize.

CONCLUSION

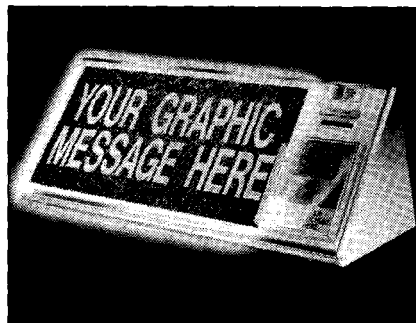
As with all recreation programs, ski trips need to provide people with the opportunity to recreate body, mind and spirit. The "to do" list needed to set up a successful ski trip may seem overwhelming at first, but it becomes simplified once you develop a system.

The key to a successful trip that is fun and easy is good planning and enough lead time to properly advertise and sell the ski trip to employees. By following these steps, you will make your job easy and will provide a fun and memorable skiing experience for your employees in Colorado. 

Nancy R. Harris is the founder of Organizers, Etc., Inc./The Ski Organizers, in Denver, Colorado.

NEW PRODUCTS/SERVICES

Tabletop Display Available



The Presenter is a unique, new, tabletop display unit ideal for job fairs, vendor fairs, corporate open houses and trade shows.

Its three-dimensional triangular shape is illuminated to attract attention. Changeable graphic panels create an eye-catching display to attract passersby. The panels change quickly and easily to display different positions and divisions within your company.

The Presenter is manufactured by ADV Marketing Group, Inc., an advertising agency which was searching for a more effective way to display company image material at trade shows, job fairs and career expos.

Its one-piece construction is lightweight and portable. It can be used alone on a tabletop or in conjunction with a back wall display.

For more information, contact ADV Marketing Group, Inc., 408 Elm Street, Stamford, CT 06902, (203) 356-9621.

Booklet Describes Pension Options

Your Pension and Your Spouse—The Joint and Survivor Dilemma can help retirees choose among pension options. The booklet, published by the International Foundation of Employee Benefit Plans, weighs the pros and

cons of each option and provides useful materials that can assist a couple in making the right decision.

The booklet includes:

- An explanation of the joint and survivor option.
- A discussion of the pros and cons of each pension alternative.
- A pension fact sheet.
- Tables and charts that list lump sum values of the "regular" monthly pension and years of life expectancy.
- Worksheets for computing projected annual retirement spendable income and annual expenses.

The author, R. George Martorana, is a consultant for the management of Retirement Advisors (RAI) of New York. He formerly served as senior vice president of RAI.

For more information, contact the International Foundation of Employee Benefit Plans, P.O. Box 69, Brookfield, WI 53008-0069, (414) 786-6700.

1990 Play Equipment Catalog Released

Quality Industries, a producer of heavy-duty park, playground, sports and fitness equipment, has released its 1990 catalog.

The full-color catalog shows the full range of products for parks, schools, resorts, restaurants, hospitals and institutions. Included in the 100 pages are climbers, swings, whirls, Fun-A-Muls, Spring Saws and a variety of play systems, made of wood and stainless steel.

Quality's line of play structures, New Horizon, is the feature of the 1990 catalog. The New Horizon line offers the community the opportunity to design equipment for its own site and budget requirements. Colorful, powder-coated steel uprights in a selection of colors are matched with a variety of different-sized decks in

cool, noncorrosive aluminum, plastisol-covered expanded metal or redwood; and rungs and poles are galvanized steel. Colorful panels are also available.

A special focus for 1990 is the development of play systems accessible to the physically challenged. Mainstreamers are the adapted New Horizon structures that will provide exciting play opportunities for youngsters with disabilities.

For more information, contact Quality Industries, P.O. Box 765, Hillsdale, MI 49242-0765, (517) 439-1591.

New Workstations For The Disabled



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All videos are available in VHS, Beta and 3/4-inch videocassette formats.

For more information, contact BNA Communications, 9439 Key West Ave., Rockville, MD, 20850-3396, (800) 233-6067, (301) 948-0540.

School Guide Offered

For the hundreds of thousands of families who move each year and for those in the growing number of states where school choice is an option—Prentice-Hall offers *The SchoolMatch Guide to Public Schools*.

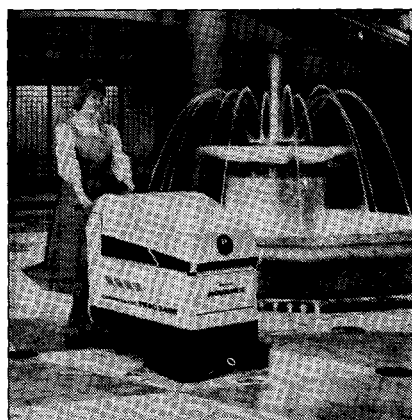
The guide, by William L. Bainbridge and Steven M. Sundre, evaluates over 1,200 public school systems throughout the United States. Based on the authoritative *SchoolMatch* educational database, this new guide ranks school systems using national percentiles. Categories include pupil/teacher ratio, building size, pupil performance on scholarship examinations, instructional expenses per pupil and income level of community residents.

Complete with easy-to-read graphs and maps to pinpoint location and

information, the guide includes special information about the school systems and the states. The book is a handy reference guide for parents, corporate executives, executive recruiters, school officials and others interested in measuring the quality of education in our nation's schools.

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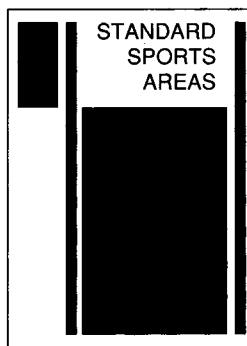
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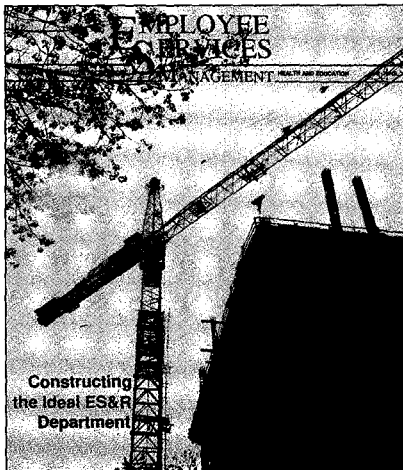
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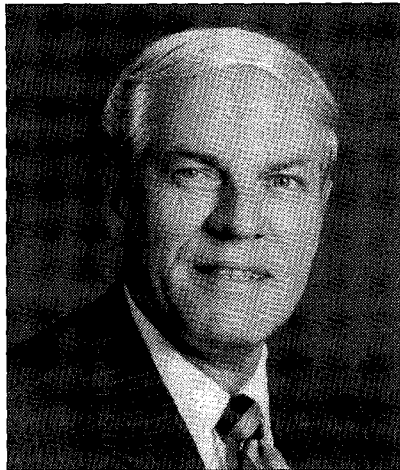
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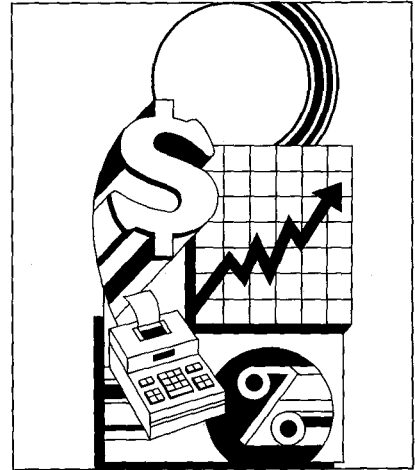
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Fewer Company Cars

Companies are not handing out company cars as readily as they have in the past. Instead, more companies are requesting employees drive their own cars when driving on the job, reports *The Wall Street Journal*.

This new practice allows companies to lower their insurance costs, reduce liability and avoid new car prices. It also relieves them of the hassle of complying with increasingly complicated tax regulations for tracking business and personal use of company cars. Companies find it far simpler to reimburse employees for driving their own cars.

A recent poll revealed employee-owned cars make up the fleet of almost 20 percent of 1,208 companies. This marks a 12 percent increase from 1987. Those companies with employer-owned fleets have smaller fleets, from 325 in 1987 to 275 cars now.

Sales and service representatives are most affected by these cuts. These people now have to replace their cars more often since they use them for business and personal use. Hence, they are paying new car prices more often.

For some companies, these cutbacks apply to executives as well. Yet more than 50 percent of companies either give top executives cars or provide an allowance for them to buy one. Since it is becoming more difficult to be awarded a company car, these cars now hold more value as an employee perk.

Communicate Travel Policies

To reduce stress, errors and travel costs, companies are beginning to educate employees about travel policies, reports *Crain's Chicago Business*.

Educating employees will reduce

the amount of questions employees ask, decrease the number of errors on expense reports and reduce the stress traveling employees experience.

In the past, some companies did not offer travel training to those taking business trips because it was considered "talking down" to such "professionals." In other companies, such education included handing employees a 37-page travel policy. Now, companies know employees want information regarding traveling. Travelers are working within tight budgets and they are looking for ways to save time and money. A company that formerly offered employees a 37-page travel policy booklet, which was rarely read, has converted this booklet into a five-page, easy-to-read guide. This guide also includes answers to frequently asked questions.

By teaching employees how to cope with problems en route, such as canceled flights or lost baggage, companies are relieving employees of some stress caused by travel.

Through seminars, brochures, newsletters and lists, companies are teaching their employees how to understand the reservations process, take advantage of discounted rates for airfare, hotels and car rentals, and how to avoid jet lag. Employees are also picking up practical tips such as how to fill out expense reports and how much cash to carry.

Employees who are well-informed about travel policies are more likely to comply with them.

Strikes for Health Benefits

Today disputes over health insurance benefits are replacing arguments over wages as reasons U.S. workers go on strike, reports *The Wall Street Journal*.

Since 1985, disputes over health benefits have more than quadrupled because health costs have increased dramatically and health coverage is

the first to suffer cutbacks.

A recent study involving 1,000 workers or more performed through news reports and interviews of striking workers revealed the following:

- In 1989, health benefit disputes were the main reason for 78 percent of strikes in the first 10 months, compared to 18 percent in 1986.
- Strikes which began by health insurance disputes cost the U.S. economy \$1.1 billion in lost wages in 1989.

Companies Tailor Benefits

Leading U.S. companies will increasingly tailor benefits to meet employees' needs at different stages of their working lives in the 1990s, according to a new Conference Board report.

"The corporate culture has historically told employees to leave their personal problems at home," says Dr. Dana E. Friedman, a special consultant to The Conference Board. "But for most employees that's no longer possible because nobody is at home to solve those problems."

Aware of this, companies should invest the time to plan for employees' life cycles. In developing a strategic plan, a company can set up a grid to assess what benefits it currently provides workers, then what is available once an employee marries and has children, possibly divorces or relocates, cares for an aging relative and eventually retires. At each one of these stages in the life cycle, different issues emerge for families.

Prenatal Care: Companies are beginning to promote prenatal care for pregnant workers or spouses because they are discovering premature births can send health care expenditures skyrocketing. By reducing the number of premature births within individual companies, everyone comes out a winner—

healthy babies, happy parents and reasonable medical bills. A premature baby born in New York City may have a hospital bill as high as \$500,000, compared to \$3,000 for a baby born full-term without complications.

Some companies have already begun providing pregnant women more information, counseling and assistance. After one small appliance company instituted such a program, the average cost per maternity dropped from \$27,242 in 1984 to \$3,000 in 1986.

Childcare: Childcare and eldercare continue to be two of the fastest-growing corporate benefits. One reason: Workers who care for children or older relatives are three to six times as likely to have family problems interfere with their performance at work, according to Dr. Friedman.

An estimated 4,300 employers now

provide some type of childcare assistance, up from only 600 in 1982. A breakdown shows 1,200 employers sponsor childcare centers on or near their facilities. About 2,000 employers have reimbursement accounts, typically known as "dependent care assistance plans," which are built into this country's IRS code. It allows employees to earmark up to \$5,000 of their annual salary into a tax-free account. The money can be used to care for children and other eligible dependents.

Three major factors drive the growing corporate interest in childcare:

- Between 1.5 and 3 million youngsters now return to empty homes when the school day is over;
- The cost of childcare services now averages \$3,000 a year and is rising;
- The current labor shortage of young workers.

While corporate childcare programs have grown rapidly over the last eight years, the vast majority of American firms still do not offer any assistance to employees in caring for their children.

Eldercare: An estimated 200 major employers are now providing aid to employees who care for aging relatives. This benefit is likely to expand as the U.S. population ages.

While caring for elderly parents and other relatives is not new, juggling a career and caregiving is. Between 25 and 33 percent of a typical company's employees now care for aging relatives. A recent survey found employees were spending an average of 10 hours a week caring for relatives. About 10 percent of these employees were spending 35 hours a week or more. In another study at Wang Laboratories, one-third of all employees admitted that caring for elderly relatives hurt

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their work performance.

Companies are using a variety of techniques to help employees. A few companies allow employees to buy long-term health insurance for their parents and in-laws. Other corporations pay for professional counseling services for employees dealing with aging parents and other relatives.

Growing numbers of companies are likely to establish part-time and work-at-home schedules for employees who must care for relatives, the Conference Board report states.

Childcare, eldercare and support for pregnant women are only three of the family-styled benefits that are likely to expand during the 1990s. Other examples of family-supportive policies include: Family relocation assistance, alternative work schedules and job arrangements, pre-paid legal programs and earned time-off policies.

Fitness On The Road

Hotels are making it easier for travelers to stay on an exercise and diet regimen during their trips, reports *SportsTravel*.

In the past, almost everything on hotel restaurants' menus was either fried or breaded and menu selections were limited. Today, hotel restaurant menus offer healthy food, such as bran flakes with fresh fruit, pasta, poultry and fish. Some hotel restaurants also include low-cholesterol menus and accommodate special dietary requests.

Hotels are also adding fitness facilities to their amenities. In 1985, 2,000 hotels—10 times as many as there were three years previously—offered some type of fitness facility. The American Hotel and Motel Association says that now more than 4,000 hotels offer such facilities.

In a recent survey on business and personal travel preferences of three million people, 30.8 percent said a pool was a significant factor when selecting a hotel while 21.2 percent

said a health club was important.

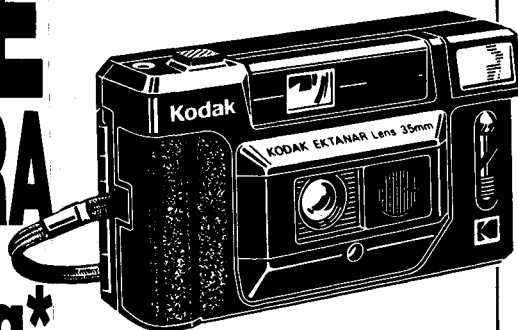
Some travelers are taking swimming pools and fitness facilities for granted as they become choosier about the equipment and courts available, looking for racquetball courts, stairmasters, etc.

Today, even the most modest hotel

has at least an exercise room and those that don't have reciprocal agreements with local health and fitness clubs for their hotel guests.

Those who travel frequently should also look into tie-in programs with their hotel and credit cards. One credit card company allows their upgraded

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On the whole, most hotels make it convenient for their guests to maintain a fitness regimen. Hotels keep their exercise rooms and pools open late to accommodate travelers' schedules. Many hotels will also furnish maps showing jogging routes surrounding the hotel.

Consider Caregivers

While parents' demands for childcare have received a lot of attention lately, parents need to consider the conditions in which their caregivers work. The childcare business is not as easy as it may seem, reports *Courier*.

Providing childcare is a demanding job. It requires planning and implementing extensive educational programs, maintaining a safe and stimulating environment and nurturing and supporting families in a variety of ways. To a large degree, childcare providers are responsible for children during their critical developmental years.

Considering the responsibilities involved in the position, these providers are paid very little. They earn less than zookeepers, parking lot attendants, leaf rakers and amusement park attendants. An early childhood education teacher with five years or less experience earns an average salary of \$14,460 a year and aides in the centers earn an average of \$10,200 a year, reports *The Wall Street Journal*, which also reports public school teachers with the same amount of experience earn an average of \$19,453 during a school year.

Those providing childcare often don't have the benefits most

employees take for granted—sick leave, vacation time, health insurance or retirement plans.

Parents should understand these facts about the childcare profession and make an effort to make the job as enjoyable as possible for caregivers. Parents can help by doing these things:

- Pick up children on time.
- Treat the provider as a professional. Childcare requires much more effort and skill than babysitting. Providers are skilled, educated and trained specifically for their work.
- Offer to help plan a special activity for the children or volunteer to help run a field trip. Extra help is usually welcomed.
- Support legislation which will improve or affect working conditions for childcare providers. Investigate what is on legislators' agendas and call district representatives to discuss issues of concern.
- Save household or work items which could be used as art supplies, such as empty paper towel rolls, egg cartons, computer paper, etc. If parents would rather contribute in another way, they can donate a toy to the center.
- Try not to bring a child to the center if s/he is especially sick. It's difficult to care for a sick child. Bringing the child to the center will also expose other children to the illness.
- Give the caregiver a chance to learn new techniques by giving him/her a gift certificate for a seminar or training program. The caregiver will gain a fresh perspective and the child will benefit from the caregiver's new knowledge.
- Volunteer to fix new toys or facilities which need repairs.

Since it is difficult for parents to find childcare they're pleased with, they should do what they can to keep the one they've found. It's important to create perks for the caregiver because low salaries and lack of conventional benefits may cause high turnover. Parental cooperation can keep the caregiver in the business longer.

Counseling for Modern Living

Far more people seek advice from employee assistance programs for coping with modern living than they do for substance abuse, reports *The Wall Street Journal*.

Difficulties adapting to work and home life-style changes account for about half of the cases served by Family Service America, an association of social-service agencies that manages employee assistance programs. Family Service says it sees 1,000 people each quarter from among the 25 companies, representing 3 million employees and dependents, it serves. Of those cases, almost 50 percent are problems rooting from difficulties adapting to changes in work assignments, life cycles or family arrangements. Almost 13 percent of the cases involve marital problems and about 5 percent involve parent-child tensions.

Contrary to popular belief, fewer people seek help for substance abuse. Alcohol is a factor in 7 percent of these cases and cocaine is involved in about the same amount of cases. Marijuana is an issue in only 1 percent of the cases. Yet drug abuse, especially cocaine addiction, is a serious concern for employers.

New Ball Game

A new trend in ball games is flyball, baseball without second base, reports *Crain's Chicago Business*.

Flyball was invented by a group of Australian entrepreneurs trying to replicate the popularity of Australian indoor cricket in America.

Flyball is similar to softball, but it's safer and more space effective.

It's possible to convert indoor tennis courts into flyball fields. The infield is shaped like a triangle rather than a diamond and it takes up half of a tennis court. This infield includes two bases plus home plate and foul territory on both sides of home plate. The outfield takes up the other half of

the court.

The fields are covered with a smooth, flat, carpet-like material imported from France. The courts are also surrounded on top and on the sides by plastic netting.

Two teams of six players play flyball for a game of four innings. When one team is up to bat, each player hits the ball twice and is allowed only 2 strikes per each at bat. Players can score points by hitting the ball into certain zones of the surrounding netting, by hitting a grounder and by going on base.

In this game, bonus points are awarded at the end of each inning. The batting team receives bonus points if its players make fewer than six outs during the inning and the fielding team receives bonus points if there are more than six outs in the inning. If the pitcher throws three balls, the batter walks and gets two points.

These flyball fields offer a few more features than softball fields. Besides being indoors, they are also computerized and when an unhit pitch goes over first base, a buzzer sounds. An umpire calls plays, works the electronic scoreboard and announces the game.

Players use regulation softball bats and a 12-inch ragball made specifically for this game. Although the balls are slow-pitched underhand, the game moves faster than softball games. Many players wear fielder's gloves, but they are optional.

Flyball, Inc. opened their first flyball fields in the U.S. in Schaumburg, IL, a second in Waukegan, IL and they plan to open two more in the Chicago area.

Families Cruise The Seas

Cruise lines have made it easier for

families to enjoy fun at sea, reports *USA Today*.

Shorter cruises, innovative programs and daycare are boosting cruises' appeal to families.

More than 4 million passengers will travel on cruises this year compared to 1.4 million in 1980. Although the number of passengers increased, their ages decreased from 65 to 45.

Why are younger people with families taking cruises? A number of reasons contribute to the boom:

- Ships are paying more attention to health and family care. Some cruise lines are offering spas for adults and innovative programs for children. Children can enjoy cookies shaped like ships, slumber parties, children's newsletters and other treats.
- The cruise industry is also expanding its offerings to include more exotic places than Alaska and the Caribbean. Some cruises port at

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the Andaman Islands, off India; the Reunion Islands along the East African coast; and Indonesia.

- Families with children are also attracted to the new minicruises offered by more ships.

Cruises offer a variety of activities to keep a whole family busy. They can also be economical. The average cost has risen only \$15 over two years, to \$200 a day.

First-time passengers tend to rave about the indulgent lifestyle lavished on them, which makes a cruise a truly relaxing vacation.

Children can enjoy cruises as much as their parents by joining in specific activities for their age group. Children are offered an array of activities, from group scavenger hunts to a Mickey Mouse birthday party and several other fun activities.

If they are not up for structured activities, children can swim, watch movies and play arcade games. They can also sample escargot, lobster and other sumptuous meals, or order more traditional meals such as hamburgers and fries.

Why Seniors Fall

New research reveals the apparently simple accident of falling down as the complicated and serious problem it is for the elderly, reports researchers at Washington University School of Medicine in St. Louis.

Not only do elements of the human balance system degenerate with age, but with them goes the brain's ability to compensate for those changes. Together, the decreases in capacity help explain why people fall more frequently as they age.

These researchers' data indicate that a decline in the performance of the body's "guidance system" is universal. "Falling is a function of two factors: The propensity to fall and the opportunity to fall," says expert Gary D. Paige, M.D., Ph.D. "Everybody seems to develop a degeneration of the balance system that leads to an increased propensity."

Falling is a serious health problem for those aged 65 and older. Studies show that among the elderly, 25 to 50 percent experience a fall during the course of a year. Fully one quarter of all hospital admissions of patients aged 65 and older are directly attributable to falling and more than 200,000 hip fractures result from falls each year in this country alone.

In his most recent research, Paige and his team investigated the vestibulo-ocular reflex, or VOR, a primitive and robust reflex that keeps the eyes positioned on visual targets and is a critical component of balance and orientation in space.

If the VOR is diminished or lost, a simple glance down at a curb and back up into the path of travel might upset the balance system. For such a person, falling would become commonplace. That, Paige's research suggests, is what happens with age. Further, the brain's adaptive plastic capabilities, which back up the system to "turn up the volume" when deficiencies occur, also lose effectiveness as years go by.

Household Incomes

Although the median household income increased for five consecutive years, it reached its plateau in 1988 at \$27,230, reports *American Demographics*.

This represents an insignificant increase from 1987, according to Census Bureau officials. Household incomes have been steadily increasing since 1982.

Household income varied depending on the race of the household: White households' median incomes were \$28,780; blacks, \$16,410; and Hispanics, \$20,360. None of these figures were significantly different than 1987.

Although income has leveled off for most household groups, some households increased their income considerably after adjusting for inflation. Black married couples

experienced a 7 percent leap between 1987 and 1988—bringing their median income to \$30,385. White couples' incomes remained statistically unchanged at \$36,840. Hispanic couples' median incomes increased 1 percent, after adjusting for inflation, to \$25,667. The median income for all families was \$32,191 in 1988.

Those with the highest median income are still householders aged 45 to 54 with a median income of \$42,192 in 1988. However, after adjusting for inflation, this group suffered a 2 percent decline from its 1987 figures. The real incomes of householders under age 25 fell by another 2 percent between 1987 and 1988—contributing to a total 7 percent decline in total median income since 1980 for this group.

The median household incomes of other age groups did not change significantly between 1987 and 1988. ☹



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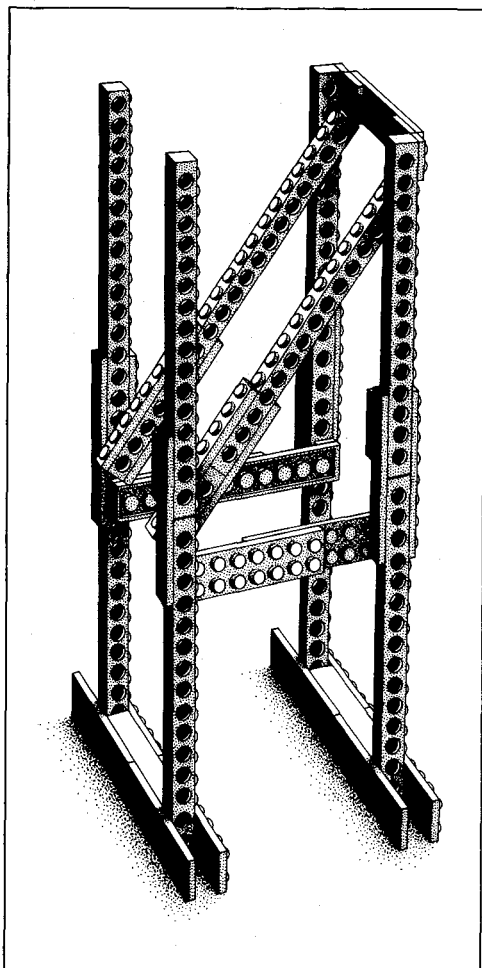
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Constructing the Ideal ES&R Department



Think about your position for a moment: What you like about it; what you'd like to improve; what you'd like to change. If you could have your ideal ES&R position, what would it be? Where would your office be located? How involved would you be in your organization's strategic long-range planning? This article depicts what could be an ideal ES&R situation.

by Elizabeth D. Grumbine, editor

We all have goals and ideals; a sense of who we are and what we hope to accomplish. Too often, though, we don't have the time or the opportunity to apply our ideals to our positions. Once a year, usually during the course of our annual performance reviews, we are asked what we would like to improve about our positions or our administrative and creative capabilities.

Goals are necessary, though. Without some sense of what we would like to accomplish for ourselves or our positions, we lose direction. When we stop questioning our jobs, we stagnate, become apathetic or experience burnout. So think about your ES&R responsibilities: What would be the ideal situation for you? True to the cliché, ideals—just like beauty—are in the mind's-eye of the beholders. Your definition of the ideal ES&R department might be different than someone else's; it should be.

Your ideal ES&R department should be a reflection of your organization's philosophy and long-term plans, the needs of your employees and the resources and needs of the community. While no two ideal ES&R departments

will ever be the same, they will have similar characteristics. For example, in NESRA's recently-released *Executive Viewpoints*, a compilation of quotes from CEOs who support ES&R, you'll discover the CEOs share one very important belief: That employees are the lifeblood of the organization and that it is worth the company's time and money to invest in employees' potential via ES&R programming. This article is a description of these and other shared characteristics which could compose an ideal ES&R department.

BACKGROUND

The ideal ES&R department exists in an organization committed to remaining in business. Management has learned to appreciate that, just as an office must have adequate lighting, safe workstations and breathable air, so must an office provide a way for employees to develop and grow, to relieve stress and regenerate or re-create in

order to remain productive and on the job. ES&R is recognized as an essential tool in providing employees an opportunity for growth and development; it's viewed as a necessary cost of doing business. Management supports ES&R programs actively. The CEO attends as many company-sponsored events as possible and uses the fitness facility frequently.

ES&R is its own entity, with the vice president of ES&R serving as a member of the board of directors and the long-term planning committee. When management evaluates the organization's performance for the year and makes plans for the future, the ES&R manager is asked to provide information on ES&R accomplishments in terms of return on investment: Attendance at programs, money saved employees through the discount program, number of employees who've quit smoking, used the employee assistance program or the fitness facility. The ES&R manager will also be able to identify potential leaders; make recommendations on how to help employees continue to function well in the work environment; and communicate, both internally and externally, these plans and accomplishments.

PERSONNEL

The vice president of employee services and recreation would head the department. S/he would be responsible for supervising the ES&R staff, for conducting employee interest and attitude surveys, for evaluating programs and communicating this information to the CEO in terms of organization objectives and goals. Obviously this is a very extensive job description. Working for and with the vice president of ES&R would be any and all necessary trained professionals needed to manage the employee store, handle family programming needs and concerns, run facilities, plan company-sponsored activities, teach or hire a consultant for wellness and education classes (among other social/cultural offerings), organize sports leagues, manage travel programs and other employee discounts.

The vice president of ES&R would be an energetic, friendly, creative individual who can deal with budgets and work well with staff and company employees. S/he would have training in marketing, general business principles, leisure studies and would possess a lot of common sense. All ES&R department employees, both full-time and part-time, would be "people" people: Easy to talk to, very comfortable to be around; people who invite, inspire or just plain motivate employees to participate in the programs. The staff would be trained professionals, actively enhancing their backgrounds by attending seminars and conferences or taking continuing education classes.

The ES&R staff would also be comprised of volunteers and interns. These people would serve on or chair event committees, such as the picnic committee, the Christmas party committee, the blood drive program, etc. For

example, they would offer programming ideas, help organize and implement them or provide manpower for community programs. By being volunteers, employees will have the opportunity to develop teamwork and leadership skills and to feel good about an organization that is involved in their lives and their community. Through exposure to a wide array of programming concerns (budgets, organization skills, etc.), the intern would gain a broader understanding about the ES&R field and would gain valuable experience in program planning and implementation.

The staff wouldn't be an isolated group of people. Within the department, an atmosphere of teamwork and cohesiveness would permeate throughout. Because all staff would be working closely together, rather than a hierarchy of staff, the structure of the department would resemble an atom. Although all staff would report to the vice president of ES&R, they would also work together and help one another. Because of the human resources and public relations value of the ES&R programs, the ES&R department would work closely with the human resources and the corporate/public relations departments. See the chart on page 12 for a depiction of what the department would look like.

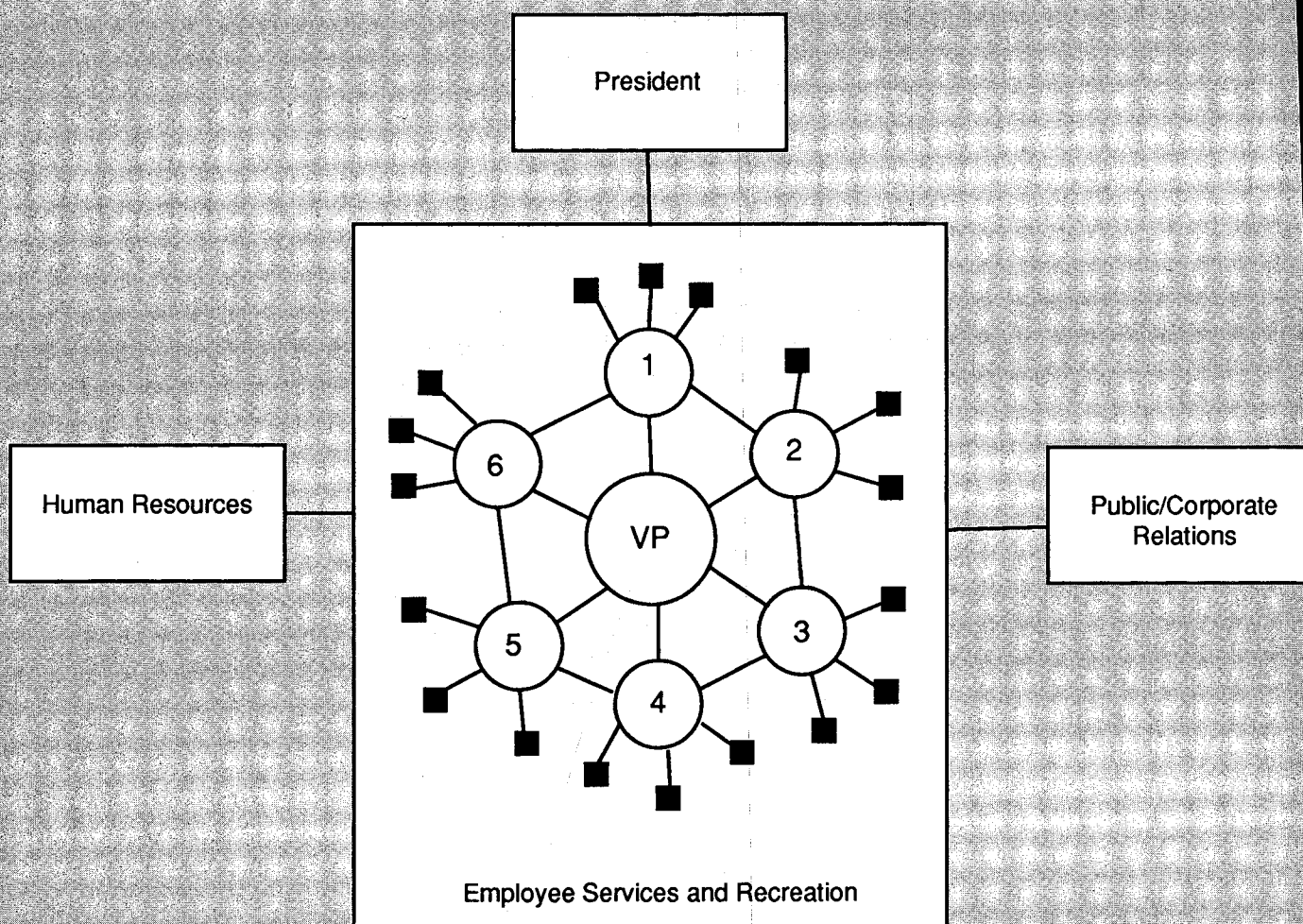
BUDGET

No matter how close to perfection a person can get in his/her pipe dreams, money will always be a concern for organizations. While the vice president of ES&R will not have trouble justifying his/her programming for the reasons mentioned before, s/he will be responsible for working within a budget. The ES&R department would either be partially or fully self-generating, relying on revenues from discount programs, employee memberships, company funds or any combination of these three items.

The ideal ES&R department would include an employee association, which would handle recreation, sports and social activities, such as the company picnic or Christmas party. Membership fees, carefully planned so they are affordable for all employees, will be used entirely for administrative costs of the Activities Association's programs.

The benefits of discount services for employees will be twofold. The ES&R department will offer these discounts at a price that generates profits for the department and employees will receive substantial discounts on entertainment (theater, movie, dining); photo development; travel programs; jewelry; sportswear and much more. Profits from discount programs will either be funnelled back into the Association or can be used for community service projects or other company events.

All in all, the ES&R department will be a cost-effective center. The return on investment of any company-sponsored or Activities Association-sponsored activity can be easily traced in terms of benefits to the employee's



Description:

The vice president of ES&R is the nucleus of the group. The six programming areas will be composed of any and all necessary full-time, part-time, volunteer and intern staff needed to run the programs. The ES&R department will be closely affiliated with the human resources and public/corporate relations departments.

Key:

- 1: Fitness/Wellness Coordinator
- 2: Recreation Coordinator
- 3: Cultural/Special Events Coordinator
- 4: Discount/Employee Store Manager
- 5: Community Service Manager
- 6: Family Services Manager

○ : Full-time staff

■ : Full-time, part-time, intern and/or volunteer staff as needed to help plan and implement programs

health and overall well-being (reduced healthcare costs, lower absenteeism, increased productivity, improved morale, etc.), attention brought to the company via community services and a general improvement in the organization's image as a great place for which to work.

PROGRAMMING

Recognizing that employees come from a diverse array of backgrounds, lifestyles, levels of education and approaches to work, ES&R programming is designed to offer each employee the opportunity for self-improvement. Because of this, the ideal level of programming will depend on employee needs and interests and the size of the organization.

The ideal types of programming would fall under the following five categories:

- **Fitness/Wellness:** Programs in this area would educate the employee about the need for a sound mind and body. Fitness programming would include access to weight equipment, a swimming pool and aerobics classes. Wellness programs would show the employee his/her overall health is a vital component of performance on the job, at home and in life. Wellness programming would include health risk assessments, education about hypertension and nutrition and smoking cessation programs.
- **Recreation:** Sports leagues, team-building exercises, fun runs/walks—anything which fosters teamwork and camaraderie among employees.
- **Cultural/Special Events:** Cultural programs would encourage employees to pursue their hobbies in an environment which allows them to get to know one another, and themselves, better through a common interest. These clubs could include camping or travel groups, photography, art, etc. Special events, such as the company picnic, Christmas party, annual awards ceremony would involve the entire organization in a fun—or, in the case of an awards ceremony, motivating—atmosphere.
- **Discounts/Employee Store:** An employee store and employee discount program would be available for employee convenience and use. The convenience and savings available at an employee store would prove to be a much-appreciated service. As mentioned before, the discount program would be beneficial to all—employees, management and, ultimately, the organization's bottom line.
- **Community Service:** This would be the most evident marketing tool to communicate that the organization truly cares about employees, their families and the community in which it is located. The ES&R department would help local businesses by ordering equipment and supplies from area vendors. The community would be helped in that the organization would be providing necessary manpower (employees) and funds to host programs, such as blood drives, United Way campaigns and community outreach

programs.

- **Family Services:** This would include programming to address life cycle issues such as preretirement planning, parenting fairs and financial planning. This would also include employee assistance programs, childcare and eldercare programming.

Where would all these programs take place? Where would employees go to relax, to learn about their health, to play on sports leagues, to take photography classes? They would all go to The Facility of course.

LOCATION


The ES&R facility should emit the kind of atmosphere which welcomes employees and makes them feel comfortable. Colors would be muted to promote a calming effect on visitors to the facility. The facility would be managed by a competent, professional staff dedicated to safety, maintaining the quality of the facility and serving employees.

A section of the facility would be devoted to fitness pursuits—weight-training equipment, racquetball courts, aerobics rooms. There would also be rooms for social/cultural meetings, meetings of retiree and employee clubs. The facility manager would allow community organizations to use the meeting rooms as well, further fostering the sense that the organization is a caring, supportive part of the community.

The facility would be on the grounds of the organization site, but far enough away to allow employees to physically leave their worksite while still being able to take advantage of company offerings.

The facility grounds would include areas for baseball fields and nets for volleyball or badminton. There would be a picnic area for employees to visit on their lunch breaks, and a fitness trail for runners and walkers.

CONCLUSION

Do certain aspects of your programming resemble the ideal characteristics of an ES&R department presented here? What would you add to these characteristics to make your own ideal ES&R department? No matter how you've perceived this discussion of the ideal ES&R department, the implications of this description are many: Hopefully you've started to think of ways to achieve certain goals you have for yourself or your programming. If you're already in an ideal situation, perhaps you can serve as a consultant to other people who have yet to reach their goals. If you don't have a formal ES&R program, perhaps you can start planning one. Keep striving to be the best ES&R manager or leader you can. To do any less means to deny yourself the very means of self-development you try to encourage in your activity participants. 

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Increasing Management Support and Awareness



Increasing management support and awareness of your ES&R programming is an ongoing process. Here is an action plan, along with sample forms, to help you think about planning your own ways to keep management involved in your programming.

by Jackie James

No matter how good your programming ideas are, you need management's support in order to function. It follows that, in order for management to support your programming, you must increase management's awareness of these programs. But how do you do this? You need to communicate to management what you hope to achieve with your programming (in terms of participants, potential savings to employees/company, etc.), what the status of the program is and how you are meeting your objectives.

You need to remember that communication is an ongoing process. As the employee services and recreation leader, you must always demonstrate your commitment to your ES&R programs and activities. An enthusiastic approach to your employee services and recreation programming is mandatory because enthusiasm is contagious; everyone can catch it and that's what you want.

Keep management informed of your programming and you will increase their awareness. But go beyond that—get their support and involve them in your programs. The benefits of doing this are twofold: Management serves as an example to employees, further motivating them to participate in activities because they know management supports them; you also succeed in making management more aware of your hard work in providing quality programming for the organization's employees. This article shows one way to increase management's support and awareness.

EMPLOYEE SURVEY

You can conduct a survey to show management which programs are of interest to the employees and which programs are viewed as a positive to the workplace environment (an example of an employee survey is at the right).

There are several ways to do this. You can post colorful signup sheets throughout the company requesting signatures of the interested employees, or you can mail survey forms to all employees via interoffice mail and request they return them to an office for collection. Talk it up at lunchtime and break time. Keep the chatter going; the more employees hear about a survey, the more they, too, will want to participate.

Allow a week for your survey to be returned to you. Do not give more time because surveys get misplaced and do not get returned.

Communicate your survey results back to the management staff with a detailed briefing of your programs. Tell them what you anticipate from your programs. Keep them updated with information on how the program is progressing, who's volunteered to help plan the activities, budget information, etc.

Sample Employee Survey Form

To better serve your needs, we would like you to complete the following survey:

Please rate from 1 (being the best) to 4 (being the worst) how you would rate the following suggestions for employee services and recreation.

Fitness/Recreation Program:

Baseball team _____
Volleyball team _____
Fitness equipment _____
Wellness classes _____
Other (please explain) _____

Events:

Blood Drives _____
CPR/First Aid Training _____
Health Fairs _____
Nutrition Classes _____
Company Picnic _____
Christmas Party for Children _____
Holiday Dinner Dance _____
Other (please explain) _____

Miscellaneous:

Discount Movie Tickets _____
Discount Attraction Tickets _____
Potluck Lunches _____
Group Travel Discounts _____
Cultural Programs _____
Other (please explain) _____

Please suggest any service or recreation program you feel would benefit our employees.

Name _____

Mailstop/Department _____

*Please return to Room 101 on or before
December 31, 1990.*

Thank you

MANAGEMENT COMMITMENT

Approach your CEO or management staff with your survey and program objectives in hand and ask them for their personal commitments to be the "coaches" of the program. Let them know they are key figures to the success of the program. Remind them supporting/endorsing the program will go a long way in generating interest and enthusiasm for all; it will also remind them you are working hard to make your programming a success.

Now that you have the interest of the management staff, you have to keep the momentum alive with frequent updates of your program—daily updates, if need be and at least monthly summaries of all activities, number of participants, costs, program evaluations, etc. (see the sample progress report at right).

If possible, make a big production of your CEO's involvement in the organization's ES&R programming. You can present him/her with a sweatshirt or company logo jacket at the first company function. Let him/her know you appreciate his/her support and personal involvement.

Use your CEO/management's involvement as advertisement. Put an article in your company newsletter with a photo showing your CEO in action. An example would be a photo of your CEO rolling up his/her sleeve for a blood drive, serving food at a company picnic or luncheon, etc. Make sure management receives a copy of the newsletter, along with a calendar of events for the month.

AFTER EACH EVENT

After the event, in a timely manner, thank everyone for their support and give a detailed report to the management team on the cost, attendance, employee comments on the event and an evaluation of the success of the program (in terms of return on the company's investment, number of participants and any information that will justify management supporting the program again in the future—see below). Tell them when, where and why the next event will take place and request the same support and

Sample Results of Discount Program

# of employees served:	70 of 140
# of items sold:	300
Time involved:	4 hours
Cost to company:	\$0.00
Employee club earnings:	\$266.00
Total savings to employees:	\$1316.80

Sample Program Outline

Event: _____
Program Leader: _____
Program Date: _____
Total Budget: _____
(provide list of items and cost for each)
Reservation Due: _____
Flyers Due: _____

(Date and initial when ordered/assigned)

Marketing Services:

Flyers _____
Payroll Stuffers _____
Bulletin Boards _____
Newsletter _____
Banner _____

Facility/Equipment:


Tables _____
Chairs _____
Electrical _____
Ropes/Lines _____
Sports Equipment _____
First Aid Kit/Personnel _____
Decorations _____
Raffle tickets _____

Miscellaneous:

Food/Refreshments _____
Contracts _____
Facility Reservations _____
Security _____
Liability Coverage _____
Documentation _____
Volunteers _____

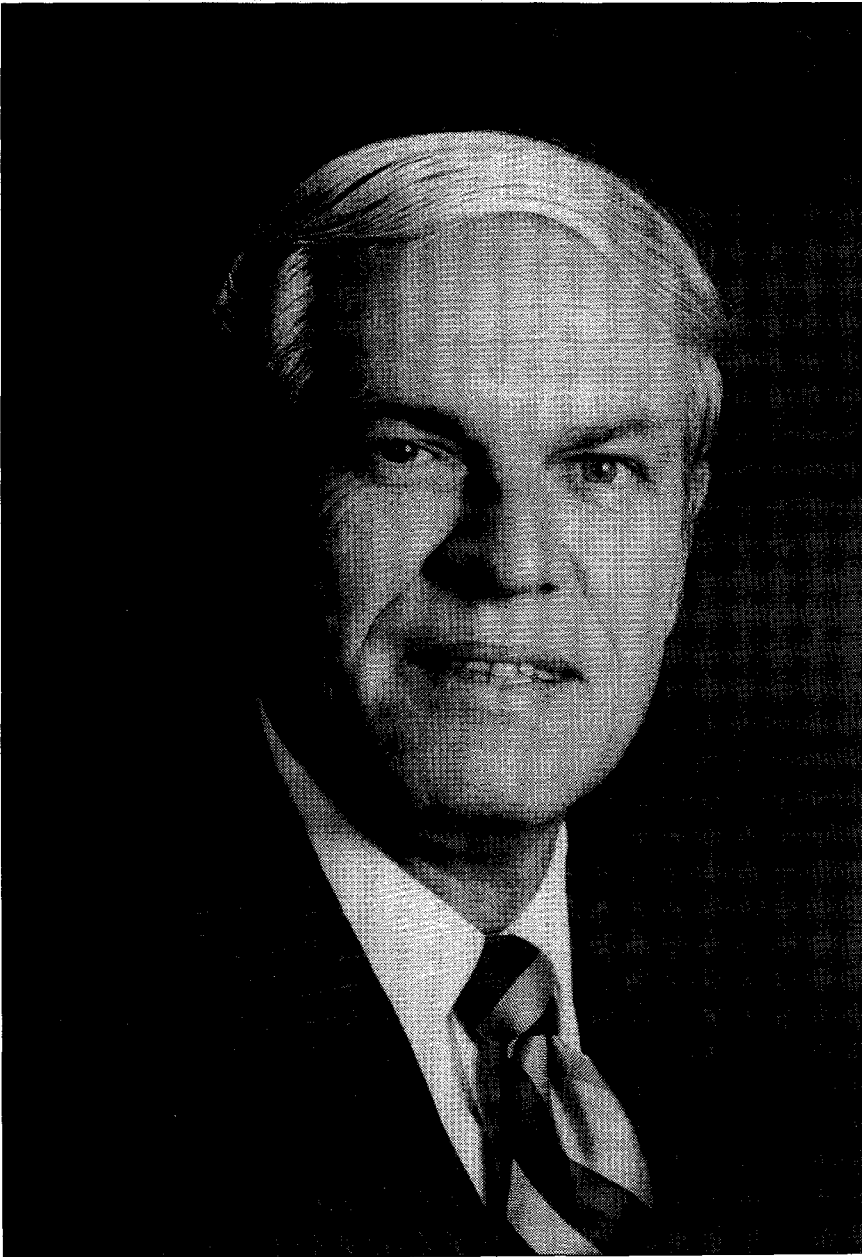
commitment from all team members. Keep a steady stream of information going so you can maintain management's interest in, and support of, all your programming.

CONCLUSION

ES&R programming really is a teamwork effort, relying on employee interest, management support and your creativity to make it all work. It's well worth the effort to maintain management's support and awareness of your programming. 

Jackie James is a freelance writer based in Sun Valley, California.

NESRA 1990 Employer of the Year



An interview
with John E.
Fisher,
general
chairman
and chief
executive
officer of
Nationwide
Insurance
Company in
Columbus,
Ohio.

A dedication to encouraging and recognizing self-development among employees and using employee services and recreation programming as a means to achieve this makes Mr. John E. Fisher, general chairman and chief executive officer of Nationwide Insurance Company in Columbus, Ohio, NESRA's 1990 Employer of the Year.

Mr. John Fisher joined Nationwide Insurance Company as an underwriter in 1951. He was elected president and general manager in 1972 and rose to general chairman and chief executive officer in 1981.

The Nationwide Insurance Activities Association, Inc. began in 1950 as an organization formed to meet employees' recreation needs. It has since developed into a multifaceted organization which offers cultural, service, sports and fitness activities, including a physical fitness facility which is available 24 hours a day, seven days a week.

A \$20 billion enterprise, Nationwide is a growing complex of more than 100 companies, including the Wasau Insurance Group, engaged in insurance, mutual funds and other financial security services.

Nationwide is also involved in real estate development and has a major and growing commitment in radio/television broadcasting.

ESM recently interviewed John Fisher to learn more

about his commitment to Nationwide and to its employees.

ESM: How would you describe your general management philosophy?

FISHER: My basic philosophy is to give—on a reliable and consistent basis—the most innovative, honest and responsive service we can to those who have placed their trust in Nationwide.

I believe people come first; that excellence is a moving target we must always try to hit; that Nationwide's future success depends upon the strength, spirit, and knowledge of our people today; and that all employees should progress as far as their talents, desires and dedication take them.

I see change as a friend, not an enemy. Beyond that, I am committed to "never leaving well enough alone." If we stop getting better, we stop being good. I believe not in timeless principles, but timely change.

ESM: How does your support of Activities programs complement this philosophy?

FISHER: The programs of our Activities Association are in close harmony with the values and philosophy to which we subscribe, not only with regard to our employees but also our customers and the public.

Sustaining our high standards demands an organization that values its people and gives them every opportunity to grow. Our Activities Association builds a spirit of friendliness and unity among the membership and their families through the broad variety of programs offered. This directly supports our specific corporate objective of providing Nationwide employees with opportunities and incentives for self-expression and personal growth. Our programs are designed to provide our employees with chances for relaxation, self-expression, personal growth and a more well-rounded life. I am particularly pleased with the

volunteer aspects of our program. These put human resources to creative and human use and help build a healthier and more productive community. The tradition of volunteering is at the very heart of the people-centered basis for the founding and continued progress of these companies. Our Activities Association is a highly successful organization made possible and even more successful through the efforts of hundreds of volunteer participants.

At Nationwide, we consider our social responsibility to the community to flow naturally from our founding principles. This translates into an ongoing commitment to the community and society of which we are an integral part. This commitment is clearly strengthened by our Activities Association.

ESM: How would you describe the atmosphere at Nationwide?

FISHER: We have an unflinching commitment to the welfare of our employees and to the progress and betterment of the communities in which we operate. From this flows an atmosphere in which opportunities abound for those who prepare themselves.

Our people have unique contributions to make and are the major assets of Nationwide. By creating an environment where achievement is encouraged and recognized, we assure ourselves that our companies are in capable hands and that Nationwide will have a successful future.

ESM: How important is ES&R in achieving this atmosphere?

FISHER: We believe that management has a specific responsibility to employees to provide not only a financial base, but also physical, emotional and spiritual development. A paycheck, while important, can't do all of this. Our Activities Association allows for development on many different levels—and often the opportunity to



Mr. Fisher and friends at Nationwide's Children's Christmas Party.

improve oneself while having fun.

Self development is very much a part of our corporate culture. Our

“Our Activities Association offers many opportunities for self development ... these programs have also helped us identify and develop employee leadership potential while we build a rather pervasive climate of team spirit.”

Activities Association offers many opportunities for self development, while also providing employees with the capacity for an expanded

enjoyment of their work life. These programs have also helped us identify and develop employee leadership potential, while we build a rather pervasive climate of team spirit.

Activities programs also give us a special way of expressing our corporate objectives within the community.

ESM: Give us a brief overview of Nationwide's ES&R programming, its history and present programs.

FISHER: At the recommendation of the Vice President of Personnel in 1948, a committee of employees began a study of recreation organizations throughout the country. The object of the research was to develop a type of organization which would meet the recreation needs of our employees. In 1950, the organization, now known as Nationwide Insurance Activities Association, Inc. (NIAA), came into being. The objective of the association was stated at that time—“To develop a spirit of friendliness and unity among the employees and their families through sports, cultural, social and service activities.” Since

that time, the company has realized their whole recreation program must be a training program—training for leisure.

The Activities Association has a variety of clubs, services and special events for the employees, such as:

Cultural Council

- Art Club
- Bridge Club
- Camera Club
- Electronics Club
- Nationaires (choral group)
- Stamp Club
- Toastmasters/Toastmistresses and many more

Service Council

- Children's Christmas Party
- State Hospital Party
- Travel Days
- Safety and Security Committee
- Family Movie Day
- Breakfast with the Easter Bunny
- All of our discount offers

Sports Council

- Running Club
- Men's/Women's Basketball
- Men's/Women's Bowling
- Men's/Women's Softball
- Ski Club
- Bike Club and many more sports clubs

Physical Fitness Center

- Men's and Women's shower/dressing rooms
- Exercise Cycles
- Treadmills
- Schwinn Airdynes
- Concept II Rowers
- Cross-Country Skier
- Multi-Station Weight-Training Machines
- Free Weights
- Fitness Annex Exercise Classroom

The Fitness Center is open 24 hours per day, 7 days per week.

Special Events

- Baseball Night
- Zoo Day
- Vendor Fair
- Service Recognition

- Skating Parties
- Dances
- YMCA Day Camp
- Craft Fair and much more.

ESM: What new programs would you like to see added to your offerings?

FISHER: Finding room to expand the Activities Center (employee store) and the Physical Fitness Center would enhance the overall program. "Something for Everyone" is our NIAA motto and each year the staff adds one or two new programs.

ESM: To what do you attribute the overall success of your ES&R programs?

FISHER: A motivated Activities staff who works with, and in turn, motivates more than 600 employees who volunteer their time and talent by serving on committees; by chairing clubs; and, overall, encouraging employee participation.

ESM: Is there any particular employee service or recreational program at Nationwide of which you are especially proud (or one program in which you participate or are involved)?

FISHER: I am proud of our entire program; however, two programs I'm especially proud of are the Literacy Program, where our employees are taught to become literacy tutors and our Clown Corps, whose members visit the Children's Hospital to put smiles on the faces of children who find it hard to smile.

ESM: What are your personal leisure pursuits?

FISHER: My eyes light up at anything regarding water sports. I enjoy swimming, boating, waterskiing and especially scuba diving. Beyond that, I enjoy reading, traveling and being involved in a broad spectrum of personal volunteer activities.

ESM: In your opinion, what is top

management's role in activity support?

FISHER: If we have something

"Leadership developed through the recreation program may well be our least costly means of helping identify future supervisors and managers."

good, keep it in place and strive to make it better. Hence, my management team and I give consistent support to our Activities Association.

I believe top management backing of our Activities program is essential to its success. When top management endorses a program, encourages

participation in it and makes use of it itself, the program becomes a much more effective channel for productive use of employees' leisure time.

I believe each employee is a whole person. When management helps our employees and families pursue their physical, educational, cultural, service and recreational goals, this pays great dividends to our people, to our company and to our community.

Both our heritage and our guiding principles at Nationwide cause us to reach out in support of our employees in this way.

ESM: As the CEO, what do you expect from your ES&R staff?

FISHER: To maintain the high standards which won them the 1989 NESRA Eastwood Award for the most outstanding employee services and recreation program.

ESM: How have your expectations changed in the past five years?

FISHER: I have become more aware that NIAA's various programs have helped identify and develop employee leadership potential. At Nationwide, we believe leaders are not born, but



Carol Warren, president of the Activities board (l), John Fisher and Sue Potter, activities manager, at Nationwide's employee picnic. Mr. Fisher believes top management backing of Nationwide's Activities programs is essential.

are developed. Leadership developed through the recreation program may well be our least costly means of helping identify future supervisors and managers.

ESM: What are the benefits of an employee services and recreation program to the employee?

FISHER: The advantages that flow from NIAA activities are numerous and impressive. Events such as craft fairs, dances, visits to amusement parks, meetings of bridge, coin and garden clubs and a wide range of volunteer service programs not only build morale and develop better understanding among all levels of employees, but visibly serve to create positive attitudes that, in turn, help improve on-the-job productivity.

ESM: And the benefits to the company?

FISHER: I believe our Activities Association provides a special opportunity for the growth and development of our employees. It does this in a relaxed and caring atmosphere.

We are concerned about each of our employees as a person. We want to help them with the best array of resources and programs we can. That's why the Activities Association is so important to us. We feel, as people get to know one another better, work together for a common objective and from time to time just play well together, this translates into higher morale among employees and longer-range buildup of confidence and skills that help both the employee and Nationwide.

Working is just one dimension of a full, productive life. Spending free time in constructive programs and activities is also critical to health and well being.

Beyond that, the selfless, tireless hours contributed to our community through our volunteer groups are a source of strength for our entire organization.

I personally participate in many of

the special programs of our Activities Association, and feel that I, too, have benefitted by these opportunities to get to know both our company and our community better.

I feel that our organization is put together in a way that sets us apart. I count our Activities Association as a center of gravity that helps hold our employee group together in a positive and caring manner.

ESM: Do you feel ES&R programs produce bottom-line savings in terms of better health and increased productivity?

FISHER: This kind of program constitutes clear corporate recognition that each employee is a whole person and helps our employees and families pursue their physical, educational, cultural and recreational goals. Our experience shows this pays invaluable dividends to our employees and their families, to our enterprise and to the community.

ESM: How do you feel ES&R programming helps address the diverse needs of a changing employee pool (an aging workforce, more women and minorities entering the workforce, fewer entry-level applicants, etc.)?

FISHER: Regardless of a changing employee pool, the corporate objective remains to support programs designed to provide our employees with opportunities for self-expression, personal growth and a fuller life.

ESM: What do you believe the future holds for ES&R?

FISHER: Expanding and strengthening our current program of activities seems likely. Of course, new concepts and new approaches may evolve over time and we will take advantage of any attractive options that may surface in future years.



NESRA Education and Research Foundation...

providing evidence to support ES&R programs

For 25 years, the NESRA Education and Research Foundation has been standing ready to arm the employee services and recreation professional or leader with the bottom-line data management demands to justify any investment in company-sponsored programs.

Current projects include:

- Funding biannual field surveys delivering data on salaries, budgets and programming trends
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Contribute to the NESRA Education and Research Foundation and you will contribute to the expansion of the employee services and recreation field.

Send your tax-deductible donations to:

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2400 South Downing Avenue
Westchester, IL 60154

Thank you

BUDGETARY INDEPENDENCE



Even though employee services and recreation programming is viewed as vulnerable to budget cuts, it doesn't need to become a victim of cutbacks. One way to avoid this is to design partially or completely self-sustaining programs. Find out how the General Dynamics Pomona Division in Pomona, California achieves this goal.

by Andy A. Astadurian

Industry in the '90s will need to be more competitive than ever before. All too often, competitiveness involves reducing the costs of doing business by cutting administrative support costs to a minimum and retaining only direct costs to make the product. The goal is to have a very high indirect to direct ratio in an effort to gain the competitive edge. If the business posture is threatened, stress levels rise, pencils get sharpened and extreme cost-cutting measures are immediately instituted, bringing with them near-draconian austerity to the programs that neither

"make it" nor "sell it."

How often are we asked to improve the quality of employee work life, but at the same time, see our programs eliminated because of a tight budget? Can we continue to provide meaningful programs during periods of cost reduction? The answers to these questions are 1) "More often than we would like," and 2) "Yes!"

Organizations are placing an increasing emphasis on reducing overhead costs while wanting to improve the quality of employee work life at the same time. The two

may be accomplished simultaneously through budgetary independence. One means of budgetary independence is to establish self-funded programs.

ES&R's NEED FOR BUDGETARY INDEPENDENCE

Human resources, and more specifically, ES&R managers, are highly vulnerable to this type of cost reduction because inevitably it affects the programs they support. As soon as the bottom line begins to turn from black to red, management wants to cut "frills."

Even with the high value placed on people programs and statements like "employees are our most important resource," many companies are not in a position financially to support programs not considered an essential part of getting the product "out the door."

But even though our areas are looked upon as vulnerable to the budget-cutting mania, we don't need to become its victims.

Increasing evidence supports the idea that effective employee health, recreation and welfare programs actually improve the bottom line by raising morale, reducing absenteeism and health-care costs. In addition, "quality of work life" is being emphasized throughout industry and is translating into better employee/employer communications, ergonomic improvements, flextime, jobsharing, on-site childcare, EAPs, wellness programs and so forth. Unfortunately, all of these efforts require a good funding source.

So how do we turn this apparent dichotomy into a win-win situation? Normally, in a healthy economic environment, program costs would be funded by overhead dollars without much concern. But more and more companies are looking to other alternatives.

One answer is to design programs to be partially or completely self-sustaining. This requires employees to buy-in, both figuratively and literally. However, with the cost of employee benefit and welfare programs rising from 25 to 45 percent of salary base, employee cost-sharing for fully self-sustaining benefits could price itself out of the market for most individuals.

From an ES&R perspective, the degree to which cost-sharing can occur depends upon the program. Intervention, statutory and benefit programs such as employee assistance programs and health insurance, generally must be primarily employer-funded, although minimal cost-sharing may be instituted without much resistance.

Wellness and recreation programs are more suited to employee cost-sharing. These programs include sports leagues, wellness screenings, on-site fitness centers, employee stores and on-site childcare. These areas are considered voluntary in most companies and the burden of participation, although encouraged by management, is up

to individual employees.

Before instituting a fully or partially self-funded approach to programs, the ES&R manager should address the following questions:

- Does the customer/employee understand the overall operating structure of the program?
- Does the customer/employee have a feeling of ownership and responsibility toward the success of the program?
- Does the customer/employee feel s/he is getting a good value for dollars spent?
- Does the customer/employee understand that in the long run, the self-funded program is helping to preserve the profitability of the company and indirectly increasing his/her job security?

If the answers to these questions are "yes," an organization can proceed—with caution.

CASE STUDY

General Dynamics Pomona Division in Pomona, California, could serve as a case study for anyone seeking to determine if self-sufficient programs are appropriate for his/her own organization.

Our local division's recreation association has existed for 25 of the company's 30-year history. The association's only meaningful source of revenue for most of that time has been commissions received from vending machines located throughout the plant facilities.

During the past five years, the company has reduced its workforce by nearly half; vending commissions reflected that drop. To build in a survival net, the recreation association management designed two major programs to become self-sufficient: The Health and Fitness Center and the Employee Merchandise Center. Employees are required to pay a nominal fee for products and services and understand the fees are necessary to maintain current levels of quality programming.

The Health and Fitness Center is fully equipped and staffed within a 3,000 square-foot facility which includes lockers and showers. The center offers various lines of state-of-the art equipment and two full-time health and fitness administrators. Other facilities include tennis courts, a softball field, a gymnasium and an outdoor running track.

For an annual individual fee of \$130, members are entitled to complete fitness evaluations, personalized program designs, aerobic classes, weight training and cardiovascular equipment. In addition, they receive discounts for other wellness services and programs. For added convenience, members can pay for membership via payroll deduction. Families pay \$156 and retirees may use the facility for \$50 a year. Members are highly supportive of their center and they expect and deserve consistent, dependable, quality service in return.

The Employee Merchandise Center offers a variety of products and services at less than wholesale prices. Some of the offerings include a 24-hour photo processing service, discounted theater tickets, mugs, tie tacs and clothing with company logos, plush office supplies and health care items. It is operated by one full-time and one part-time coordinator.

Discount tickets can generate income in other ways as well. For example, say you offer discounted theater tickets to your employees. If a ticket costs you \$3.25, you can sell it for \$3.50, generating a 25-cent profit every time you sell a ticket. Profits add up very quickly this way.

Or, say you use a NESRA associate member's discount program. If you have tickets for Sea World that cost you \$5 per ticket, sell the ticket to your employees for \$5.25 or \$5.50. In the same manner as above, you can generate funds very quickly this way. Your NESRA associate members are invaluable sources for discounts and services which you can offer to employees at slightly higher prices than you are being charged, while still providing employees with substantial savings.

The predominant reaction to our self-sufficient programs, although mixed, has been that employees show more ownership, concern and commitment in helping the recreation association sustain itself. Their success is evident in that both self-funding programs typically generate surplus revenue which is applied to other programs requiring subsidy. This amount could increase if a current study we are conducting determines we could invite other area companies to utilize our facilities and services on a "fee-for-use" basis without adversely affecting the membership.

CONCLUSION

Our vision is to become completely self-sufficient and our programming is taking us there. Experience to date indicates the programs are successful. Employees feel the company cares about the quality of their lives and realize valuable business funds, critical to the life of the company and their job security, are not being spent on nonbusiness items.

Our goal is to have both the employees and the company continue to gain from this process.



Andy A. Astadurian is the supervisor of health, recreation and commuter services for General Dynamics Pomona Division in Pomona, California.

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Principles of Association Management--2nd Edition

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Stress Management

Ever since Hans Selye wrote *The Stress of Life* in 1956, researchers have been studying the essence of stress: What it is; how to measure it; whether it is good or bad; what amount is good; and how illness relates to it. The information gathered has shown that stress, while neither

all good nor all bad, can affect our relationships, our jobs, our happiness and our health.

some control over the stress we experience, we must first learn to recognize how it makes us feel. Some of the most common reactions occur when the body's autonomic and nervous systems kick into gear in response to a stressor. Hormonal outputs increase and respirations speed up, the pulse rate increases, stomach acids are secreted, adrenaline is released and our blood sugar and cholesterol levels rise. In most situations, the stress state ends and our bodies return to normal. When the stress state is prolonged, however, the body loses some of its protective capabilities. Over a period of time we become prey to high blood pressure, ulcers, back pain, neck pain, high cholesterol levels and a host of other problems.

To the individual, the stress reaction may include a pounding heart; constricted vocal chords; sweaty palms; an upset stomach; or weak knees.

All of these physical reactions are cues the body is responding to a stressor, readying itself for action and posing to "fight or flight." It is in learning to identify these cues we can begin to exercise some control over the stressors in our lives.

It is important to make the distinction between stressor and stress. A life event (a birth, death, divorce, vacation, job, etc.) good or bad, is the stressor. The response to the event (physical and mental) is the stress. Stress can be acute and momentary, such as when the car breaks down, or it can be long-term and chronic, such as when the car continually breaks down and you realize you have bought a genuine lemon.

PERCEPTION

Each of us views stressors differently. Some people's teeth are set on edge by a door banging, others

EUSTRESS-DISTRESS

Stress is the "push" that induces us to learn new skills, take a class, learn a language or meet our goals. This side of stress, which promotes productivity and facilitates our efforts is usually referred to as positive stress, or **eustress**. Stress which saps our capacity to adapt to changing situations, threatens our productivity, depresses the immune systems and can even lead to illness and death is known as **distress**.

In the best of all possible worlds, we would perceive and use the positive effects of stress to our advantage, while controlling and reducing the negative ones. Given the changing world in which we live, the aforementioned is much more easily said than done.

Research shows many of us are not doing a good job of dealing with stress. It has been estimated that 60 percent of visits to health-care professionals result from stress-related disorders. One estimate places industry and business losses from stress-related problems (time lost, decreased productivity, illness, etc.) at over \$100 million per year.¹

CHARACTERISTICS

If we are going to learn to exercise

Here are some pointers you can use or offer in a class to show employees how they can control their stressors and the resultant stress.

by Jayne Bowman, RN

don't notice. There are parents who can't stand to look at a child's messy room, while others can laugh and shut the door. Each of us has something, some stressor, which pushes our "stress button." The difference between stressors is in our individual perception of the event and our response to it. Our perception of stressful events is tied up with the basic belief and value systems we hold.

CONTROL

Stressors, that is to say any of life's events, will never go away. Short of finding an isolated mountain top away from all civilization, there really is no way to get "away from everything." Even on the mountain top we would still need to find food, shelter from the weather and clothing to wear. Nor would we want to eliminate all stressors. We need positive stress. The trick is to achieve the balance that keeps us ready to respond to challenges, but not so overloaded we wear ourselves out in the process.

There are things you can do to exert personal control over stressors and the resultant stress. For example, maybe you can't deal with home and family the instant you walk in the door. Perhaps you can delay a moment, do a relaxation exercise in the car before going into the house, or just take a walk around the block. Possibly a confrontation at work is causing your blood to boil and your head to pound. Make sure to take a couple deep breaths, nice and slow, before you say anything.

Sometimes we create extra stress for ourselves by toting our emotional baggage with us from place to place. One good example of this is carrying problems from home to work and vice versa. Since the effects of stress are cumulative, it really is to your benefit to control this sort of "stress pile-up." One good exercise which can help with this situation works like this: As you stand in the doorway, ready to

leave (either for home or work), picture a large trash basket by the door. Then, visualize a paper bag in your hands (a large paper bag). Take all your stressors (the boss, the workload, the kids, the car, etc.) and see them as paper figures. Now crumple these bits of paper up into little balls and drop them in the big paper bag. Crunch the bag shut and drop the whole thing into the trash basket. Since this is your own personal trash bag, no one will ever empty it unless you do, so any time you wish to retrieve anything, it will still be there. This is the kind of stress-relief technique that, with practice, can help you create a genuine demarcation point between home or office.


Another effective way to deal with a stressor is by taking time out for visual relaxation. Seat yourself comfortably and take five or six deep, relaxing breaths. Shut your eyes and try to visualize a special place or a scene that has meaning only to you. Whether it's a beach with the surf crashing in, a moonlit winter night with the snow falling softly, or anything you call up from your personal memories, it doesn't matter. The only important thing is that you recreate the scene in your mind's eye, with the sounds and the sights and smells of that moment. Once you've visualized the scene, stay there for a moment or two. Allow yourself that time. You are worth it and deserve it.

Often we realize we're stressed, but do not feel we "can take the time to bother with relaxation or visualization exercises." That is truly a shame—and a mistake—because research is showing these techniques really can help. Perhaps part of the problem is that these techniques involve making a change. Visualization techniques, especially, are a deliberate change from the way you may be accustomed to performing. Any change comes through experience. You can't command a pounding heart, tightened vocal cords, or sweaty palms and knocking knees to cease and desist. It

is necessary to substitute some other kind of behavior. Then you must actively perform the new behavior which changes the old. You must practice.

THE ES&R MANAGER'S ROLE

The role of the ES&R manager can be the key to helping individuals gain control of the stressors which affect them. First of all, the ES&R manager can offer stress management classes. People can't deal with something they can't identify. Second, the ES&R manager can serve as a reinforcer for those who have taken a class or who are actively working to change the way they deal with stress. Stress management classes often teach the student how to use techniques such as progressive relaxation or visualization, mentioned here, in a personal plan for stress control, but all too often the techniques don't provide the help they could, because they are not practiced enough to become habit. It is vitally important the ES&R manager serve as a "reinforcer" of what has been taught in class.

The ES&R manager who sets programs or measures in place to provide stress control services for employees should be met with enthusiastic, and probably grateful, participants. 

Jayne Bowman, RN, is in charge of health education/in-service for the Gates Clinic, Inc. in Denver, Colorado.

FOOTNOTES

¹ Occupational Health and Safety, "Identifying Stressors is Necessary to Combat Potential Health Problems," Medical Publications, Waco, Texas, October 1988.

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Increasing Your Store's Visibility

Creatively involving all aspects of your organization in your employee store's programming can help increase your store's visibility.

by David A. Kneebone

The basic concept of the employee store is to provide a convenient service and offer employees products at reasonable prices. In order to attain this objective, it is essential to make your store visible to all employees.

One of the major problems we face is getting information to our customers. Most retail establishments have ample opportunities for advertising through the media.

Employee stores are restricted to a limited number of sources to inform employees about available products and services. Unlike a typical retail store with a primary goal of making money and attracting new customers, the employee store provides services to a "captive audience."

INSIDE THE STORE

In an employee store, change is one of the most important factors in keeping customers coming through the doors. Of course, it is important to maintain an inventory of products that create daily traffic, such as candy, video rentals, greeting cards and photo processing; but it is equally important to let your customers know there will be something new or different about your store each time they come in.

Since almost all employee stores suffer from lack of sufficient floor space, every square foot must be utilized effectively. Doors, windows and even ceilings can be used to display items in a creative way, which spurs customer interest. Permanent display areas need not be as permanent as one might think. Slatwall, for example, can be utilized for various types of shelving. Using this type of material gives flexibility in the items which can be displayed.

Rearranging, continuous cleaning and moving stock within the store give the impression of newness. We have often found moving the location of a product from one area to another stimulates interest and therefore sales.

Floor fixtures should be functional to display the items you are selling, but should also be moveable to create different looks. Plexiglass cubes can be used for many items, from clothing to gifts. Relocating these fixtures within the store can give the appearance of total change, when in fact you are creating an image.

ADVERTISING

The storefront is an important means of letting your employees know what is new inside. Display windows can be changed frequently to show seasonal items and available specials. Adequate lighting and using attractive decorations, in addition to the products being offered for sale, help draw the customer's attention.

Fliers can be distributed through company mail, posted on bulletin boards, given out in the store or in your cafeteria. We have found fliers are very effective in bringing people to the store who may not come in on a daily basis. We have also found that fliers should only be used for "special" sales or events. Five or six times a year, we prepare a flier to correspond with a major holiday, store anniversary or important event. Overusing fliers tends to decrease their effectiveness and add to unnecessary paper.

Generally, our major sale events include from 50-60 items people identify as values. We discount name-brand products that we normally offer for sale below our everyday price and we feature special items that we may not offer on a daily basis. As always, we must change our product mix to

keep current with the ever-changing retail market.

DEPARTMENT PROMOTION

Another way to promote your store to employees is through other corporate departments. Our dining services department allows us to utilize a small area on the weekly menu to inform employees of happenings in the store. Recently, we tried a new promotion by offering flowers through our cafeteria for Valentine's Day. One week before the holiday, we displayed roses and bouquets and sold them through the cafeteria. Preorder sales nearly doubled from last year when flowers were only available in the store. Throughout the year, when a promotion is held in the cafeteria, our employee store supports the event by providing "giveaways" or promotional material.

Our corporate purchasing department has allowed our employee store to provide other corporate departments with items we sell in the store. Authorized individuals can purchase calculators, film, batteries and other commonly-used business items at a price that is often below that of an "outside vendor." Frequently, departments request prices on items that are used promotionally. Recently, we filled an order for 2,000 alarm clocks at a price that was over one dollar per unit lower than the competitive bids from outside vendors.

In working with the management of our national sales force, we have established two meaningful programs that have expanded the exposure of our employee store. We've developed a mail-order business to offer all corporate logo items we sell in our employee store to individuals in locations throughout the country. Order forms and pictures of our logo items are included in regular mailings


to off-site employees. As we introduce new items, we send information to these employees and include a new order form and a self-addressed envelope with each order that is placed. One individual in our store is responsible for accumulating all orders and mail orders within 24 hours of receipt. A minimal standard shipping charge of \$4 per order allows us to cover costs for small or large orders.

In addition, we arrange special store hours to allow new hires and trainees to become familiar with the items we offer in the store. We also open the store for our retirees to coincide with their monthly Saturday meetings. The scheduled "special" hours we devote to these people have resulted in additional sales and goodwill.

Employee participation in our store is greatly enhanced by our corporate gift certificate program. Each employee who attains perfect attendance is mailed a gift certificate

to our store to be redeemed for items of their choice. Other certificates are issued for outstanding performance and also add to the activity level and visibility of our store.

CONCLUSION

Management support, department involvement, creative programming and displays, and individuals make an employee store more visible and important to all. Building on the basic premise of convenience and reasonable price will help make your employee store a success. 

David A. Kneebone is the manager of employee sales at Hoffmann La Roche in Nutley, New Jersey. He is also the president of NESRA's New Jersey chapter, the Jersey Employee Recreational Services Association.

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**SAN DIEGO ZOO
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There are many things to consider when selecting weight-training equipment for an employee fitness facility. Not only is the actual type of physical activity important, but also the demographics of the employee population, the general aesthetics of the center itself and any possible corporate liabilities.

The Employee Fitness Center at Coca-Cola Foods was tailored after the facility in the Coca-Cola

Company
corporate
headquarters

in Atlanta, Georgia. We looked at all of the available machine equipment options as well as free weights when designing our fitness center. In the end, we chose a full range of machine equipment and a limited amount of free weights for our center.

Machines vs. Free Weights

This article is a discussion of the weight equipment available in Coca-Cola Food's employee fitness center at its headquarters in Houston.

by Laura Watts

MACHINE WEIGHTS

There were several factors in deciding which machine weights to use. First, our weight machines got a big "thumbs-up" from a technical standpoint. Several experts in the area of biomechanics were contacted, and they applauded the functional design of the machines' cams—that aspect of the equipment that alters the resistance throughout the range of motion. In addition, our equipment accommodates both men and women, and aesthetically, the machines are sleek, clean and very compact free-standing units. Machines also provide a quality workout in minimal time. All a person need do is move a pin to set the desired weight and adjust the seat so moving from one machine to another is an efficient use of time. When an employee is working out in the morning before work or during the lunch hour, that time factor is very important.


FREE WEIGHTS

The free weights used in the

Coca-Cola Foods fitness center consist of dumbbells ranging from three to 60-pound weights, two-pound "heavy hands" and two to five-pound ankle weights. A more extensive line of free weights would necessitate a spotting rule that, with the size of our company, could not be guaranteed at all times. Free weights are much more time intensive in regard to preparation, addition or subtraction of weights and balance and body alignment. Most people also perceive "pumping iron" or body building as very competitive. At the time, the company chose machines over free-weight equipment because we didn't want to turn off the casual or inexperienced exercisers. There are, however, a number of highly fit employees who request free weights with a bench and squat rack.

PROS AND CONS OF EACH

Corporate liability is another issue to consider with any corporate fitness program. Machines reduce the occurrence of athletic injuries because balance is not involved and lifting occurs in a fixed plane. Free weights, however, do have the advantage of increasing actual strength, developing balance and coordination, as well as strengthening the supportive muscles, ligaments and tendons. The bench press on a machine vs. free weight is a good example. On the machine, the resistance arm moves in a fixed plane. With free weights, an individual must exert force to maintain the movement in a fixed plane.

Good equipment maintenance is essential with any weight machine system. Because maintenance is provided by experts, we feel there is less risk or exposure to liability associated with the use of machines. 

Laura Watts is the coordinator, employee activities and community affairs for Coca-Cola Foods in Houston, Texas.

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Hour, Town

Advice on how to while away 60 minutes in five major U.S. cities.

by Eleanor Berman

Travel groups certainly know how to cram no end of activities into an unlooked-for hour at the airport. But what about in town, when the touring is over and you've got an hour to kill and the city is interesting but unfamiliar?

It's a common dilemma too often solved unimaginatively: A drink at the bar, a look at the news...the city goes unexplored. Too bad, because some of the things that distinguish a city can be discovered in a simple hour. There are atmospheric neighborhoods for strolling, or small museums with unusual treasures; maybe there's a special shopping complex, or buildings that elucidate a city's past.

The following report on five big cities offers some quick suggestions of what to do when you have an hour to spare.

ATLANTA

The High Museum of Art branch on the street level of the Georgia-Pacific Building downtown is just right for a quick visit, advises Colin Bessonette, travel editor of the *Atlanta Journal and Constitution*. There's also Underground Atlanta, an entertainment, shopping and dining complex that reopened with much fanfare this summer. It includes a Coca-Cola Museum and displays by state craftsmen. Since striking architecture is the hallmark of downtown, complexes such as the Peachtree Center and city hotels like the Marriott Marquis, Hyatt Regency, and Westin Peachtree also make a worthwhile short tour, notes Bessonette.

Julie Northcutt of the Atlanta Visitors Bureau cites other midtown attractions—a branch of the Atlanta Historical Society and the CNN studio tour, which lasts exactly one hour. A quick taxi ride also brings visitors to the Martin Luther King Center, the Carter Presidential Center,

or the famous Cyclorama painting-in-the-round of the battle of Atlanta, a favorite for Civil War buffs.

Karin Koser at the Georgia State Tourism Office in Atlanta adds a stop at Lenox Square, a magnet for shoppers from surrounding states. Some may want to pause afterward at the Ritz-Carlton across the street for tea and a glimpse of the city's elite.

Lenox Square and most attractions are stops on MARTA (The Metropolitan Atlanta Rapid Transit Authority), which whisks visitors around town and on to the Atlanta airport with no worry about traffic delays.

BOSTON

Boston's wonderful blend of old and new can be tasted in short walks through its diverse neighborhoods. The classic stroll is up Beacon Hill to cobbled, gaslit Louisburg Square, but Leora Halpern of the Greater Boston Convention and Visitors Bureau suggests another route: The area near the Aquarium subway station, just a few quick stops from Logan Airport. Combine a walk along the historic waterfront with a visit to the tempting food stalls and lively shops and street life in Faneuil Hall Marketplace, she recommends.

Farther down the waterfront is the Computer Museum, the nation's first, which can occupy a fascinating hour on its own. Here, visitors explore the past and the future of an invention that has changed the world.

Steve Morgan, travel editor of the *Boston Herald*, likes the North End—Boston's "Little Italy"—with its narrow streets and cafes, where a walk leads past Paul Revere's home and the Old North Church and can end with cappuccino and a cannoli for dessert.

Some lesser-known delights are right on Copley Square, according to Susan Berk of Uncommon Boston, a group that designs tours of the city.

They include a look inside the dazzling Public Library, designed by Charles McKim in 1895, with its hidden courtyard and modern wing by Philip Johnson; or a tour of the Romanesque architecture of Trinity Church, timed—with luck—to coincide with one of the daily organ concerts.

CHICAGO

The Windy City is full of small wonders, according to M.J. Gapp of the Chicago Tourism Council, including four new small museums. These include the Terra Museum of American Art, the Mexican Fine Arts Center Museum, the May Weber Museum of Cultural Arts, and the Museum of Broadcast Communications. Although the Art Institute is too large to be fully toured in one hour, Gapp does recommend a visit to its noted Impressionist collection.

Art lovers also might take a stroll through the city's newest trendy area, River North, where more than 70 galleries and a host of restaurants and clubs have opened in the airy loft spaces of a former industrial area. The area runs from Rush Street south and west to the Chicago River and north to Chicago Avenue. Superior, Huron and Ontario streets are at the heart of things.

An hour also is long enough for a sightseeing cruise on the Chicago River, Gapp says, or a double-decker bus tour of The Loop, or a lunchtime guided walking tour sponsored by the Chicago Architecture Foundation. And *Here's Chicago*, the multiscreen film shown in the city's historic Water Tower, is a perfect 45-minute overview of the city. The ticket includes a tour of the tower.

For unique souvenirs, Gapp suggests the City of Chicago Store at 174 West Randolph, where street signs, ballot boxes, parking meters, and other city artifacts are for sale, with proceeds benefiting 30 city cultural institutions.

DALLAS

Spread-out Dallas poses problems for people short on time, but there are things to see a quick cab ride from downtown hotels. The newest attraction, notes Judy Williamson, travel writer for the *Dallas Morning News*, is the Sixth Floor Exhibit, a museum in the former Texas School Book Depository building at Elm and Houston streets, where the shots were fired that killed John F. Kennedy. The museum chronicles the late president's life and death and includes a 30-minute audio tour and film.

Williamson also suggests heading a couple of blocks south to Union Station and Reunion Tower. The neoclassic station houses the Dallas Visitor Information Center, restaurants and bars, and connects via underground passageway to the landmark observation tower and restaurant adjacent to the Oz-like Hyatt Regency Hotel. Another good spot for strolling is the West End historic district, just northeast of the Kennedy museum. This renovated 19th-century warehouse district now houses trendy restaurants, clubs and shops.


NEW YORK

For a look at the many facets of Manhattan, it's hard to beat a stroll along Fifth Avenue from 42nd to 59th streets, recommends Paul Jackson, travel editor of the *New York Post*. Architecture ranges from the lavish Beaux Arts 42nd Street library to the deco Fred R. French building at 45th Street to the glitz of Trump Tower at 57th Street. Along the way are Rockefeller Center; window shopping at Saks, Tiffany's, and Bergdorf's, and finally, the unmatched world of toys at F.A.O. Schwartz, and the landmark lobby of the Plaza Hotel. If time allows, add on a stroll into the greenery of Central Park across from the Plaza.

Ian Keown, publisher of the

newsletter *Very Special Places*, suggests that Rockefeller Center itself is an appealing place for an hour's visit. Besides winter ice skating and year-round gardens, there is always a top photography show at the Nikon Center; the underground concourse is filled with shops, and the lounge at the Rainbow Room on the 65th floor of the RCA building caps things with unbeatable views. Or for TV buffs, the NBC studio tour takes just 55 minutes.

On a first or 40th trip to Manhattan, the view from atop a city tower is awesome. Harry Ryan, travel editor of the *New York Daily News*, favors that old standby, the Empire State Building, whose 102nd floor observation room is open from 9:30 a.m. to midnight every day. Back down to earth, the Guinness World Records Exhibit Hall in the building holds world-class trivia.

Two more quick city treats: The delight-packed mini-zoo in Central Park and the new Museum of American Folk Art near Lincoln Center (open daily 9:00 a.m. to 9:00 p.m.; admission free). 

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Chicago Association for Recreation and Employee Services/Chicago, Illinois. Contact Ann Sobanski: (708) 564-6967.

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Metro Employees Recreation Chapter/Houston, Texas. Contact Pud Belek: (713) 792-8022.

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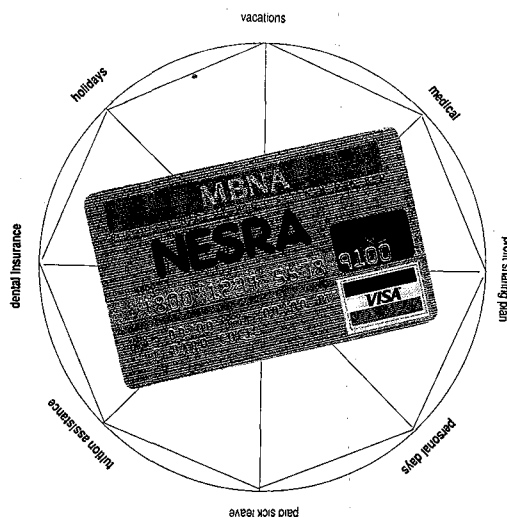
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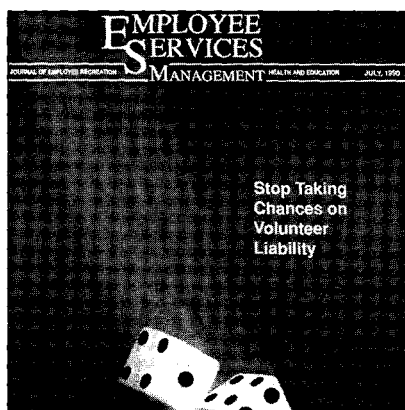
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Prenatal Classes

Prenatal education classes help reduce the risk of "pre-term" births, reports *HRMagazine*.

One Minnesota company offers on-site prenatal education classes to employees who are either expecting or considering pregnancy. This firm goes a step further to offer an on-site maternity unit where pregnant employees can rest during the day. These employees can also visit the on-site occupational health specialist who can monitor blood pressure and other conditions which may lead to complications.

A 1988 study of the company's health-care costs identified pre-term births as a potentially major company expense, especially since 70 percent of its home office workforce is female. The firm decided to offer education to help reduce the probability of pre-term births.

The program costs the company less than \$5,000 per year in lost productivity and staff time. However, the cost for a premature infant to stay in a neonatal care unit for one day can cost \$1,000. "If we can lengthen what might otherwise be a premature delivery by one week, we'd save roughly \$10,000," says the firm's manager of employee benefits. This program saves both the companies and employees money because employees pay 15 percent of their health-care insurance premiums.

In Hartford, CT, many organizations such as community groups, corporations, health-care providers, social service agencies and neighborhood activists have taken action to substantially cut the state's Medicaid bill for women with premature babies.

They enroll pregnant women in a special prenatal care project run by the Hartford Action Plan on Infant Health, Inc. Study results revealed the project saved \$1.4 million in medical bills. Women who were not enrolled

in the project and who gave birth early, had total bills that were 83 percent higher than those who were in the program.

Plan for the Future

Have you given any thought as to where you'll live when you become elderly? Over 50 percent of people 55 or older have given little thought to their future housing needs, reports *USA Today*.

Almost 90 percent of the 1,514 people 55 or older surveyed in San Francisco, CA, have never discussed with anyone—family, friends or professionals—where they will live as they get older.

Many people assume they will continue to stay in their homes, living on their own. Eighty-six percent of those 60 or older don't ever want to move.

The survey also reveals the "vulnerable" elderly, those over 75, the poor, those with no partner, are those less likely to make housing plans.

Some respondents were concerned about the following items:

- Crime (29 percent);
- Falls (14 percent);
- Fire (14 percent);
- Utilities (64 percent);
- Property Taxes (61 percent);
- Mortgage or Rent (29 percent).

Better Living Standards

Why do white married mothers enter the job market? Many of them do so to improve living standards rather than to make ends meet, reports *The Wall Street Journal*.

Researchers say many white married mothers who entered the workforce in the 1950s were working out of necessity. Today, more of these

women begin working to upgrade an already adequate standard of living.

Since a married mother's husband earns enough to provide the family with an adequate income, researchers assume the wife is working to upgrade the family. Researchers define "adequate" as more than double the poverty level.

When researchers consulted Census data, they found that in 1960, only 9 percent of all mothers were employed, white married mothers whose husbands met the "adequate" income test and those in the below-adequate group accounted for 18 percent of all mothers. However, in 1989, the working married mothers with husbands earning adequate incomes increased to 31 percent of all mothers while mothers in the below adequate income group increased only by 2 percent, to 20 percent.

Renting Baby Car Seats

Parents renting cars often have to rent baby seats as well, reports *The Wall Street Journal*.

Since virtually every state requires children under three and four to be in car seats, parents renting cars have a few options: They can rent a car seat from a car rental agency, they can tote their own car seats when traveling, or they can rent a seat from another source.

In response to this demand, one car rental company has raised its rental fee for baby seats from \$2-3 a day to \$10 a day. This is a high price for parents to pay, especially since the seats retail for \$50-\$60 each. Besides car rental agencies, parents may consider renting from outside sources which charge \$2-3 per day.

A spokesperson for the car rental agency charging \$10 a day for the seats says his company is not making money on this deal. Instead, they are

using the funds to replace worn seats more often.

Ready for Competition

American manufacturers are sharply stepping up their foreign investment activity, especially in Europe, reports The Conference Board.

U.S. manufacturing companies initiated 217 new projects in 1989, a 20 percent increase from 1988. This pace has continued through the early weeks of 1990 as new acquisitions and joint ventures were finalized almost daily.

The European Community (EC) has been the primary target of U.S. investment, netting 116 (53 percent) of all foreign manufacturing projects last year. The vast majority (72) involved the acquisition of European firms, with 24 representing joint

ventures, 14 involving entirely new plants and six expansions of already existing facilities.

The Conference Board continuously monitors the worldwide investment activities of more than 1,000 publicly owned U.S. manufacturing firms.

"The magnitude and transnational scope of American acquisitions, joint ventures and new installations, suggest many U.S. firms intend to be major players in Europe in the 1990s," says the Conference Board's international investment specialist. "These new projects form the center of a much larger constellation of U.S. service industries and distribution, marketing and research channels designed to increase U.S. competitiveness in Europe. With events in Eastern Europe now suggesting a dramatic expansion in the European market, many American firms are strengthening their presence

in Europe to take advantage of future growth opportunities."

Four other key findings in the Board survey:

- While dollar figures were announced for only 63 U.S. projects last year, they amounted to more than \$14 billion.
- Europe, overall, netted 62 percent of all U.S. investments abroad in 1989, up from 52 percent in 1988.
- The United Kingdom attracted 38 U.S. projects in 1989, leading all other EC countries. They included Ford's \$2.3 billion acquisition of Jaguar and PepsiCo's \$1.35 billion purchase of former RJR Nabisco properties from BSN S.A. of France. West Germany was the site of 17 new U.S. manufacturing projects; Italy received 15; France, 14; and the Netherlands, 13.
- The chemical industry accounted for 30 percent (63 projects of the 1989 total); electronic, 15 percent;



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Non-EC countries in Western Europe were the target of 13 American projects. Eastern Europe received nine, with the Soviet Union the site of six new investments; Hungary, two; and Yugoslavia, one.

Future Playgrounds

Playgrounds of the future may integrate learning with play, reports *Insight*. A communications consultant and information-display designer envisions an electronic playground which would blend "learning and the sensations of play into a fully integrated experience."

Playgrounds of the future may include computers and other information-gathering devices built into slides, seesaws and merry-go-rounds. Such computers will help children understand their movements in terms of inertia, momentum, velocity and gravity.

In the future, weather stations may be built into a school bus shelter, giving children another opportunity to have science lessons in an informal setting.

Businesses Continue To Spend

Businesses plan to keep buying new buildings and equipment this year despite a weaker economy, reports *USA Today*.

A recent survey of about 2,000 businesses, taken in December and January, reveals 40.9 percent of respondents said they plan to increase capital spending this year and 24.6 percent plan to cut back on such spending.

A year ago, 46.3 percent planned to buy more and 21.8 percent planned reductions. However, capital spending is still relatively high while companies replace buildings and

machinery and expand to meet exporting demands.

Service industries voiced spending plans the most, with 45 percent planning to increase spending, mainly for computers and office equipment.

U.S. Beats Japan In Leisure

"The United States is clearly the leader in time spent on 'active leisure'—sports and hobbies—and 'social interaction,'" says Frank P. Stafford, an economics professor from the University of Michigan, who completed a study of time use in the U.S., Japan and several European countries.

The study revealed American men spend 20.5 hours a week in these activities, seven hours more than the 13.3 hours per week spent by Japanese men.

The difference between American and Japanese women is even greater; American women spend 21.8 hours, more than twice the 10.6 hours weekly Japanese women devote to such activities, the researchers say.

Although studies of time use date back to the early 1920s—the first was conducted in the Soviet Union in 1924—Stafford and Juster are the first to standardize and compare time use data from different countries.

Their analysis is based on the most recent statistics available, which were obtained from surveys of 1,000 or more representative adult respondents conducted between 1964 and 1987, in the United States (1965 and 1981), Japan (1965 and 1985), the Soviet Union (1965 and 1985), Finland (1979), Hungary (1977), Norway (1971 and 1980), Denmark (1964, 1975 and 1987) and Sweden (1984).

Among the findings:

- The amount of time people in different countries spend on the job varies widely. For men, the range is from 54 hours per week in the Soviet Union to 33.4 hours in Denmark. Japanese men, at 52 hours a week,

and Hungarian men, at 50.8 hours a week, also rank at the high end of the scale. American men spend an average of 44 hours per week on the job, according to Stafford and Juster. Time on the job includes time spent commuting to and from work.

- The amount of time men spend on housework ranges from a high of 18.1 hours a week in Sweden to a low of 3.5 in Japan. American men spend 13.8 hours; Soviet men, 11.9 hours; and Norwegian men, 16.8 hours.

"Japanese men cut down so much on their housework time that their total work time, at home and on the job, is only 55.5 hours a week," the researchers say.

- Soviet women spend more time working than women in any of the other countries studied—39.3 hours per week on the job and another 27 hours a week at home, for a total of 66.3 hours a week. By comparison, the average American woman has it easy. She works 23.9 hours a week on the job and 30.5 hours a week working at home for a total of 54.4 hours a week.

- Danish and Norwegian women work fewer hours than women in the other countries studied. Norwegian women work 17.6 hours a week on the job and 33 hours a week at home for a total of 50.6 hours a week. Danish women work 20.8 hours a week on the job and 23.1 hours a week at home for a total of 43.9 hours a week.

Relatively low wages explain why Hungarians and Soviets work so many hours—they are not paid enough to "buy" leisure time by working fewer hours according to researchers. The situation in these countries is similar to that in the United States during the 1920s, when wages were low and a 60-hour work week was typical, they add.

But in Japan, the researchers note, the wage rate is relatively high. So why do Japanese men work so many hours?

"While Japanese men work very long hours at their jobs, they still enjoy about the same amount of

leisure time as men in the United States and Sweden—40 hours a week. This is because they do next to no housework—only 3.5 hours a week, which is about one-fourth of the time American men spend on housework and a sixth of the time spent by Swedish men,” report the researchers.

“Japanese women, on the other hand, spend more time on housework than they do on any other single waking activity—31 hours a week—10 times as many hours as Japanese men spend on housework. In the United States and Sweden, women spend only twice as much time as men on housework,” they add.

Leisure time taken by Japanese and American women is about the same—40 hours a week—but while American women spend most of it talking to friends and family, Japanese women are more likely to be watching television.

Japanese women spend significantly more time watching television than women in any of the other countries studied—21.4 hours a week, compared with 11.5 hours a week for American women and 7.7 hours a week for women in Finland. Japan is the only country in which women watch more television than men.

Japanese men watch more television than men in any of the other countries studied—17.3 hours a week, compared with 12.7 hours a week for American men.

Contrary to popular belief, Americans and other nationalities, with the exception of the Soviets, have more time for active and passive leisure now than they have had in the last 20 years.

In the U.S., total leisure time increased by 5.1 hours between 1965 and 1981, from 36.7 to 41.8 hours a week for men. Danish men have the most leisure time of any of the groups studied, 54.3 hours a week. They are followed by Danish women, 53.7 hours a week; Norwegian men, 45.5 hours a week; and Norwegian women, 45.2 hours a week. Hungarian men and women have the least amount of

leisure time, 30.4 and 25.3 hours a week, respectively.

“In each of the countries studied, there has been a decline in the amount of time men spend on the job. As economies grow and earnings rise, people basically buy more free time. This is a dividend of economic growth,” Stafford says.

Researchers speculate that increases in leisure time, even as more women enter the workforce, also occur because people are spending less time on housework.

Contact Lens Cautions

Leaving soft contact lenses in your eyes overnight can lead to irreversible vision loss, reports *Employee Health and Fitness*.

Recent research indicates leaving lenses in your eyes overnight can cause a serious disease, ulcerative keratitis, which can lead to irreversible vision loss. The disease is characterized by sores and inflammation of the cornea. It is caused by bacterial growth in the oxygen-deprived area under the lenses.

The highest risk of getting this disease comes from overnight use of soft contact lenses. The risk of ulcerative keratitis for soft lens wearers is 10 to 15 times higher in extended-wear lens users who leave their lenses in overnight than in daily-wear lens users.

Even if extended-wear lens users remove their lenses nightly, they are more likely to develop ulcerative keratitis than daily-wear users. Extended-wear users increase their risk as they increase the number of consecutive days they wear their lenses before removing them for cleaning.

Daily-wear soft lens users are at risk too. Those who sometimes wear their lenses overnight are nine times more likely to develop ulcerative keratitis than those who remove their lenses nightly. This user increases his/her risk by at least 46 percent for each

additional night of overnight wear in a two week period. Daily-wear lens users also increase their risk when they fail to clean their lenses properly.

While the Food and Drug Administration advises extended-wear lenses be worn no more than seven consecutive days and nights, some ophthalmologists say wearing the lenses overnight even once is too much.

Contact lens wearers who experience symptoms of acute eye irritation, including pain, redness or discharge from the eye, should remove their lenses and consult an ophthalmologist immediately.

Decreased Alcohol Consumption

Americans' alcohol consumption decreased from 1980 to 1987, reports *Employee Assistance*. The consumption of beer decreased 7 percent, wine decreased 14 percent and liquor dropped 23 percent, according to a recent study.

The study predicts Americans will continue to decrease their alcohol consumption.

Why are they drinking less alcohol? Americans are more interested in health and fitness. They are also more geared towards work and productivity, making alcohol in the workplace less acceptable. Americans are also more aware of the dangers involved with alcohol such as drinking and driving.

Additional findings:

- Men account for 75 percent of the country's alcohol consumption.
- Those aged 20-39 account for 56 percent of consumption; those earning \$35,000 a year or more drink the majority of every type of alcoholic beverage.

While less alcohol is being consumed, the number of people joining Alcoholics Anonymous has increased dramatically from an estimated 612,000 in 1977 to about 1.6 million in 1987—the most recent data available.



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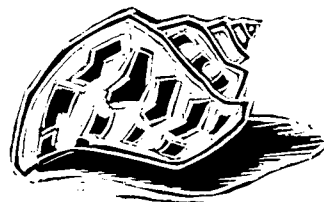


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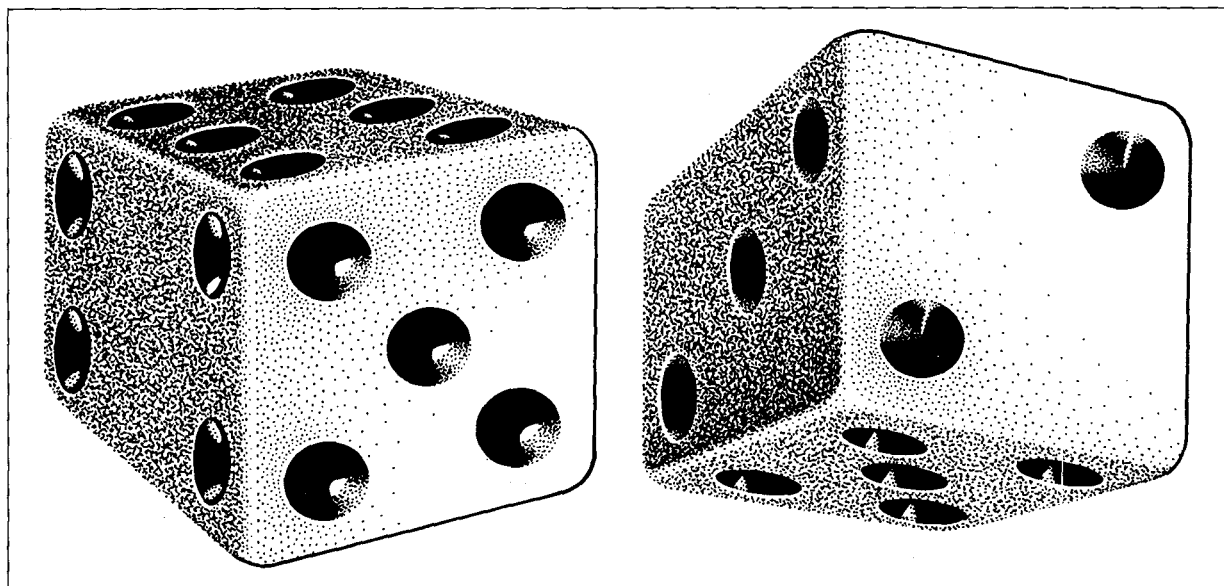
NESRA WESTERN REGION CONFERENCE

**SAN DIEGO, CALIFORNIA
SEPTEMBER 20 - 23, 1990**

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Stop Taking Chances on Volunteer Liability



You take pride in the programs you plan. Whether you are a volunteer yourself or you use volunteers, it is important to remember that volunteers are liable for the programs they help plan and implement. Here is a discussion of the liability issues involved and the need to either be, or use, the best volunteers you can for your organization's activities.

by Cody B. Bartlett, J.D., C.S.C.S.

Volunteerism approaches missionary zeal. In fact, it has become increasingly popular throughout the United States and increasingly difficult for anyone to suggest there might be problems with it. As potentially unpopular as it may be, and as difficult as it may be, I must express a few words of caution concerning the present zest and zeal for volunteerism and its growing popularity.

Rarely do we get something for nothing. When something is gained, almost inevitably something else is lost. The main advantage of using volunteers, of course, is a reduction in the cost of salaries and fringe benefits. Potential losses are one of the subjects of this article.

We are not talking about volunteers on an ad hoc emergency basis, "Good Samaritans," such things as Volunteers in Service to America, volunteer firemen, or similar statutory programs. We are talking about volunteer leaders who plan programs for an organization. If there is

one rule that must be emphasized above all, it is this: If you are a volunteer or if you supervise volunteers in your ES&R programming, do not accept poor practices any more than you would if the position were a paid one. Naturally, the more dangerous a program, the more risk not only to the volunteer, but also to activity participants. Recreation activities always have an element of risk.

THE INJURED VOLUNTEER

Throughout this article and in day-to-day conversations, everyone is concerned about being sued and about lawyers and insurance companies. As is the case many times with the victims of a crime, the "victim" of a mismanaged program may be overlooked. This victim may be the volunteer. Assuming that the injury or illness arises

from negligence, the injured party may quite legitimately bring a lawsuit against the organization. If there are no provisions for medical payments for the injured party or for continuing any other sources of income of the injured party and the injuries are severe, then the injured party, in this case the volunteer, may have no choice except to sue. That being the situation, some entity, be it self-insurance of the facility or an insurance carrier, will attempt to make the injured volunteer "whole" again, that is, put the person in as close a position to where s/he was before the injury.

A volunteer may "recover" (in monetary terms) from the owner or operator of the facility or organization on general principles of negligence for duty owed to the volunteer or others.¹ There may be some limitations in that the volunteer is not quite as protected as the employee. For example, in New York State, there is a Labor Law requirement that contractors provide a safe workplace (Section 240, New York State Law Department). A New York State case has held this Section did not apply to a volunteer.²

When the volunteer is hurt, issues of assumption of risk, comparative negligence, contributory negligence, waiver and release as well as consent and other doctrines come into play (see the sidebar at right for definitions). Since, in all likelihood, workers compensation does not cover the situation, then the entity employing the volunteer will need to use the standard defenses. The volunteer may sign an agreement to hold the entity for which the volunteer works harmless. Other forms that include acknowledgement as assumption of risk, consent and release (for whatever it is worth) may be used.

DAMAGE BY VOLUNTEER TO OTHERS

Generally, and certainly specifically in New York State, an entity voluntarily furnishing a service may be held accountable for damages to third parties. In one New York case, a corporation voluntarily furnished a doorman, although it was under no duty to do so. The doorman was there but did not act in a particular situation. Under that case, the corporation was found liable.³

The volunteer must exercise due care once s/he voluntarily assumes a specific duty.⁴ Once a volunteer assumes a duty, that volunteer must perform carefully not omitting to do what an ordinarily prudent person would do in accomplishing the task.⁵ A volunteer is liable if by acting s/he makes the injured party more vulnerable.⁶

Most of the above is based on New York State law. While the New York courts are more likely to find liability than some other states, these are sound guidelines for the cautious person dealing with volunteers to follow.

In a lawsuit, supervisors and the entity using the volunteer in all likelihood will be sued, along with the negligent volunteer. Obviously, the more defendants the better, and the "deeper the pocket" the better as far as the

plaintiff (an injured activity participant in this case) is concerned. Although there may not be a formal employer/employee relationship, probably principles of liability based on giving the volunteer a position of authority would result in liability for the entity and also supervisory personnel. That entity and those supervisors might better use caution to avoid trouble before it occurs.

RELEASES OF LITTLE VALUE

It is amazing how many people rely upon releases (waivers) from liability for future negligence. Almost everyone from the race director of the local 10K run on the Fourth of July to the manager of the upscale athletic club in a large city, have in the past and still do rely on these so-called releases to protect them in the event of someone in the race or working out in the club being injured. It is an unfortunate fact, however, that many, if not all, states will not recognize these releases as being enforceable and in fact, will declare them to be void and unenforceable as against public policy.

Such a statement comes as no surprise to anyone in New York State. For example, since September 1, 1986, State law has provided that agreements exempting pools,

LIABILITY-RELATED DEFINITIONS

assumption of risk: A participant in an activity cannot recover damages for injuries that are a result of the normal risks inherent in the activity.*

comparative negligence: If damages are assessed in a lawsuit, the judge or jury determines how much of the fault was that of the defendant and how much of it was the fault of the plaintiff.*

contributory negligence: If the plaintiff was to any extent negligent, then s/he can not recover for damages.*

release/waiver/hold harmless agreement: A document which states that a person is aware of the risks involved in a specific activity and will hold the sponsoring organization (the company, a health club, etc.) harmless if the person should be injured.

* *Cody B. Bartlett, "Recent Legal Liability Developments," National Strength and Conditioning Association Journal, Volume 12, Number 2, 1990, p. 30.*

gymnasiums, places of public amusement or recreation and similar establishments from liability from negligence are void and unenforceable.⁷

That fact did come as a surprise to some coaches and school officials, and maybe even a few volunteers, in the State of Washington. There a football player and his parents had signed release forms so the student could play football in his school. When he was injured, both he and his parents sued. The releases were used as a defense for the school's alleged negligence. The Supreme Court of the state of Washington said that the releases were void and against public policy.⁸ Generally, a release from future damages for future negligence is void and unenforceable as being against public policy. Also, it is difficult to have the volunteer waive or otherwise jeopardize the rights of his/her dependents, distributees and heirs, as well as other third parties who were not party to the agreement.

The proverbial bottom line of all this: Do not rely on releases for protection from liability for negligence.

DOCUMENTS AND RISK AUDITS

The question then is, what should a volunteer or an organization do to avoid being successfully sued? Planning and documentation are the keys. In particular, a well thought-out, detailed, written agreement between the volunteer and the entity is essential.

In addition, volunteers as well as others should have well thought-out written plans, a standard of care if you will, before any activity. These plans should be followed unless there is an overriding emergency reason for deviation. Plans as well as other activities should be documented in advance and documentation made immediately after the completion of an activity. Remember, though, documentation is a two-edged sword that may cut for or against you in an attempt to defend a lawsuit successfully. The plans, of course, must be reasonable in terms of current knowledge and learning; so must any and all activities and records.

Consider, also, that in some cases, documents prepared by volunteers may not be admissible as evidence if a case does go to trial.⁹

The best way to assure yourself and your program that you have the proper documentation may be to have a risk audit or risk review by knowledgeable experts. Such an audit should include a review of facilities, programs and employees' and volunteers' credentials. The audit should then point out unacceptable risks that must be reduced or removed and also suggest proper future documentation.

INSURANCE

Along these lines, appropriate insurance is an absolute necessity to protect the volunteer and the organization from acts of negligence by the volunteer. The facility will

have to make certain that its insurance covers volunteers and volunteers should make certain they are protected, either by the facility's insurance, or possibly by their own homeowners or other personal insurance, preferably both. They will have to make certain there are no exclusions for particular advice and activities. A very careful reading of the policy and discussion with insurance representatives, and then something in writing to clarify the relationships of the various carriers and parties, is absolutely essential. Deductibles should be low. Exclusions should be carefully watched. Limits of liability, including the limits placed on the amounts payable to an individual and the amounts payable to a group of individuals for one occurrence must be watched carefully. If it is at all possible, the policy should provide for lost income and medical expenses for the injured.

SHOP AROUND

Find an agent that you are comfortable with and a policy you can understand. Make certain the insurance carrier is acceptably rated by an insurance rating service.¹⁰ Also check with your State Department of Insurance to see whether the carrier is licensed in your State. Do not wait until there is an accident and a claim to find out exactly what your insurance coverage is. Last and probably equally important, report in writing immediately any accident or potential claim and then cooperate completely with the insurance carrier.

FRIVOLOUS LAWSUITS

Many people believe that in our litigious society anybody can be sued for anything and that the result will be a successful lawsuit. Such is not the case. A person may, in some states, be able to sue anybody for anything, but the question always is, can the plaintiff collect anything? Jury verdict studies indicate roughly one-half of all cases of all categories which go to trial result in verdicts for the plaintiff, and one-half result in verdicts for the defendant.¹¹ Of course, this is an over-generalization and does not deal with specific types of cases. Further, that statistic says nothing about cases that are settled either before lawsuit or after lawsuit but before jury verdict.

Finally, the courts in some states are recognizing that on some occasions lawyers and their clients behave badly. For example, for several years under New York State law, a court could award up to \$10 thousand in fines against a plaintiff and a similar amount against his/her attorney for bringing a "frivolous action."¹² In fact, in New York State, this sanction has been greatly strengthened by court rule effective January 1, 1989.¹³ Similar provisions exist in the federal courts.¹⁴ Therefore, it is not as easy to sue successfully as many people think it is. Further, there may even be penalties applied for a "frivolous" action.

LEGISLATION TO PROTECT VOLUNTEERS

Federal and state governments have introduced legislation that would attempt to extend further protection to the volunteer. For example, on the federal level, the Volunteer Protection Act of 1989¹⁵, which has not become law, provides certain circumstances under which volunteers working for nonprofit organizations or governmental entities shall be immune from personal financial liability for acts on behalf of the organization or entity. The Bill has various exceptions to and conditions on the granting of such immunity that a state may impose. The Bill would require the Secretary of Health and Human Services to increase the fiscal year allotment to the state under the Social Services Block Grant Program if the state, within two years, certifies that it has enacted a state law which provides such immunity. There are provisions that would continue such increases on an annual recertification.

On the state level, a good example occurred in New York State last year. A bill was introduced there, but did not become law, that would have exempted any person providing "services or assistance without compensations, as an athletic coach, manager or assistant, for a Little League sports team or who serves as a member of the Board of Directors of the Little League," from liability in any civil action for damages to the player or participant as a result of acts of commission or omission arising out of and in the course of rendering such service or assistance.¹⁶ The Act did not apply to damages caused by willful, wanton or grossly negligent acts or commission or omission.

It is interesting to note that neither this state bill nor the federal bill have become law.

WHAT TO LOOK FOR IN A VOLUNTEER

Standards for using a volunteer should be the same as those for hiring an employee. An entity should not think that it will escape liability by using a volunteer.

It is absolutely imperative that the entity using the volunteer keep a personnel file on the volunteer, including a review and documents of the competency for the activities the volunteer plans.

Again, the requirement and qualifications for the volunteer should be as high as those for a paid employee. The person must have formal training, practical experience and physical ability to perform the duties s/he is volunteering to perform. Further, the volunteer must demonstrate current knowledge and awareness of developing activities and theories in the field. For example, s/he should belong to appropriate professional organizations and subscribe to and read current trade


publications, especially in the areas of athletics and physical activities, training theories, diet and equipment. Remember, the theories of even five years ago may be unacceptable now.

Finally, the volunteer must have sound physical and mental health. Perhaps we should even go further and require that the person appear to have the appropriate physical conditioning for the activity in which s/he will be involved and for which s/he will assume some responsibility.

CONCLUSION

I am not trying to state that volunteers will inherently cause lawsuits to be brought against an organization. Rather, I caution you to remember that your organization should be as careful in using volunteers to plan company-sponsored activities as it is in hiring employees.

As with all liability issues, the volunteer who acts prudently and follows a well-planned standard of care is arming him/herself with the necessary documentation to help avoid losing a lawsuit.

Volunteers are great assets to an organization, especially in planning ES&R activities. It is essential they be well-qualified for the programs they run, just as any paid employee must be. 

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FOOTNOTES

¹ *Atlanta & W RR*, 49 SE 711 (Supreme Court of GA, 1905).

² *Whelan v. Warwick Valley Civic & Social Club*, 63 AD2d 646, aff. 47 NY2d 970 (1979).

³ *Kurguez v. Hotel St. Regis*, 309 F2d 746 (C of A 2d, 1962).

⁴ *Parvi v. City of Kingston*, 41 NY2d 553 (1977).

⁵ *Wolf v. City of New York*, 39 NY2d 568 (1976).

⁶ *Nollan v. Helmsley-Spear*, 50 NY2d 507 (1980).

⁷ Section 5-326, New York State General Obligations Law.

⁸ *Wagerblast v. Odessa School District*, 110 WASH 2d 845 (1988).

⁹ See, for example, *D'Amolo v. Johnson*, 140 CONN 54 (1953).

¹⁰ For example, *Best's Key Rating Guide* or the *Insurance Marketplace*; also State Insurance Departments.

¹¹ Jury Verdict Research, Inc., Solon, Ohio.

¹² Section 8303-a New York State, Civil Practice Laws and Rules.

¹³ 22 NYCRR Part 130.

¹⁴ Rule 11, Federal Rules of Civil Procedure.

¹⁵ Volunteer Protection Act of 1989; H.R. 911 and S. 520.

¹⁶ 1989-1990 Regular Session, Senate-Assembly, S 1705; A 2654, New York State.

ALL IN THE FAMILY



Take a look at the family programs offered at Union Carbide in South Charleston, West Virginia and start planning ways you can include families in your organization's programs, for the good of the employees and the organization.

by Dick Henderson

Fitness is a family affair at Union Carbide's facilities in West Virginia. We figure 'the family that plays together stays together'. We coordinate recreation and fitness activities for about 8,000 employees, retirees and their families from three Carbide locations in the Kanawha Valley of West Virginia near Charleston, the state's capital. We try to include spouses and family members in our programs wherever it is applicable.

We are fortunate in that our corporate culture is family-oriented. Families are an important aspect of our lives; management recognizes this and actively supports our programming.

PROGRAMMING

Carbide's recreation programs have always been family-oriented, dating back to the late '40s when such programs as family picnics, camps for children and children's Christmas parties were very popular.

Over the years, our programming has grown to include fitness. A good example is Carbide's Fitness Award program, which is in its 11th year. Here, we offer incentives to participants who reach personal fitness goals during the year. Activities may range from walking to swimming to health club workouts. There is a modest registration fee to

defray costs and it is open to all employees, retirees and family members. Sign-up is at the beginning of each year. Those taking part are given a personal fitness log to keep track of the miles or hours. Those who qualify are presented with a certificate and a merchandise award, which varies every year.

The company's annual Spring Fitness Festival also draws many family members. Often one member will run the 10K event while the spouse will walk with the children in the two-mile event. It makes for a pleasant family outing. The Fitness Festival, which also includes a 90-minute aerobic workout, draws about 800 people of all ages. We also use about 100 employee volunteers; of course, spouses are more than welcome to come out and help. In addition to promoting family fitness, the Festival is also open to the community, a good public relations tool.

Competitive sports leagues are not conducive to family participation due to liability; however the program does offer coed volleyball and slow pitch softball leagues.

Another popular event is the family ice skating night held during the winter. This is really a great family-oriented outing and it is rewarding to see parents and their children or grandparents and grandchildren enjoying healthful exercise in a wholesome atmosphere. For this activity, Carbide rents the ice

skating arena from the City of Charleston. We rent the facility by the hour so it doesn't cost any more if only a few show up or if we draw a large crowd.

Another outing that attracts the entire family is a day at Camden Park, a nearby amusement facility. Again, we rent the park by the hour so it's a case of 'the more the merrier.'

Carbide's health-related programs include an annual "Fight the Fat" program and a "Be A Quitter" smoking cessation class. We also include spouses in these programs. It makes sense that if one member of the family is trying to lose weight or quit smoking, the other person should be involved too. Carbide's annual weight-loss program is very popular and is now in its 12th year. There is a sign-up fee which we usually donate to a local charity. Participants have six months to shed pounds. At the end of that time, we give prizes for those who reach weight-loss plateaus of 10, 20 and 30 pounds. We try to educate participants to avoid fad or quick-fix diets and make a life-long commitment to change their eating habits. If you try this type of program at your organization, keep it simple, with weigh-ins to a minimum; definitely don't begin a program before the holiday season.

Other activities with family involvement include aerobic and exercise classes, badminton, bowling, archery, square dancing, table tennis and a walking incentive program. Carbide also sponsors a ladies' soccer team and employees' spouses are welcome to join. The Carbide Ladies Golf League also attracts a large number of spouses.

PROGRAM COSTS

The extra costs due to family participation are minimal, as we usually require a small participation or membership fee for most activities. Our philosophy is that we already have the facilities, so why not allow the families to use them too? For



Union Carbide's Fitness Festival includes a two-mile "Fun Run" which is open to all family members and the public.

example, our Tennis Club charges \$25 for an employee-only membership and \$40 for a family membership. We offer lessons for the children and during the day when the courts aren't crowded, it is an ideal time for retirees and nonworking spouses to play. This way, we know our tennis courts are really being used.

LOCATION

Most of the recreation facilities are located at Carbide's South Charleston Technical Center, situated on a rolling 600-acre wooded tract. Facilities include a gym, three softball fields, Har Tru tennis courts and a wooded walking/jogging path. The company also uses off-site facilities for activities. For example, Carbide sponsors a Hunting and Fishing Club located on several thousand acres about an hour's drive away. Campgrounds and two stocked lakes are available there. A membership fee is required to use the facilities.

BENEFITS TO THE FAMILY/COMPANY

The most obvious benefit to the family is they get to spend time together, participate in activities together and strengthen their relationships. Management encourages family programs because of the family-oriented culture of the organization, but also because it's a way for spouses and children to better understand what their spouses/parents do at work. We feel that if the family understands what mom or dad is doing at work, they will be able to offer support if mom needs to go out of town or if dad needs to work late, because they will know and trust Union Carbide.

The company also benefits in many ways. Employees recognize Union Carbide supports the family-oriented culture in which they live. This translates into improved morale



A proud grandfather teaches his grandson how to skate at Carbide's family ice skating night.

and increased productivity. The company also enhances its position in the community by offering certain events for community members and by renting/leasing space in community facilities. When we donate funds to a local cause, the community learns Carbide is committed to helping the community and the families it employs.

CONCLUSION

In today's fast-paced society there are too many work-related activities for employees only. Union Carbide sponsors programs that draw the family together in a relaxing environment. These programs not only build morale in the workplace, improve the health and fitness of our people and offer a way to combat stress, they serve as a way to enhance community relations and communicate that the company cares about its employees and their families.

It is also important that we encourage the next generation to adopt fitness as a way of life. I have read too many surveys that indicate America's children are out of shape, spend an average of 27 hours a week in front of the TV and eat four to five times a week at a fast-food restaurant. A well-balanced company fitness and recreation program that offers something for the entire family can be a big help in combating this dangerous trend.



Dick Henderson is recreation and fitness director and editor of the weekly newspaper, The Carbider, at Union Carbide Corporation in South Charleston, West Virginia.

The Human Side of Mergers



In an era of mergers and acquisitions, of downsizing and pressure from foreign competition, it is important that ES&R managers prepare themselves to deal with the possibility of their organization restructuring. Here is a discussion of the issues involved and how the ES&R manager can help employees deal with such an event.

by John R. Bourbeau

Denial. Anger. Fear. Depression. Overwhelming uncertainty. Reduced productivity. First reactions to the loss of a job by individuals and by companies experiencing organizational restructuring are often surprisingly similar to the feelings reported by people facing death. In many ways, losing a job, especially one you've held for a long time and always expected to have forever, is like dying. In a corporate reorganization, the former modes of operation will give way to something else.

Happily, there is life after a job loss. In an era of mergers and acquisitions, of downsizing and pressure from foreign competition, many companies will function differently and many employees of U.S. companies will find themselves looking for new jobs in the 90s. Unbeknownst to them, many of these individuals will end up happier, more successful, and sometimes richer, than they could ever have imagined on that fateful day they learned they were leaving a job they thought they'd have indefinitely.

For many, the possibility of losing one's job is simply unthinkable. Many workers, especially those over 40 who have worked many years for the same company, grew up with a "womb to tomb" mentality that gave them the false security their jobs would last forever.

Companies prepare people for the needs of the organization, not for personal change or organizational change. Stability and predictability are often highly valued in the workplace because they contribute to smooth operations. Individuals are conditioned to assume that their employment is permanent.

Companies faced with mergers and the inevitable reorganizations can help prepare their people for change by beginning a well planned, direct and honest communication campaign. Individuals who are dealt with honestly and with clear communications will have an easier time adjusting to their new life within the company or to their departure and transition to a new company. Companies that fail to initiate this preparatory communication phase potentially risk a tremendous loss of employee morale and productivity. Employee anger is often a result, making departures unpleasant and ultimately damaging for a company.

My universal recommendation is that the company head announce a planned merger and acquisition as soon as it is definite, even if actual staff reorganization may be as much as one to two years away.

There is simply no such thing as a secret under such circumstances, no matter how secure company officers may believe internal communications are. Telling the news as soon as possible is nearly always the best move, since it prevents the inevitable rumors that will otherwise sprout as vigorously as noxious weeds.

Doing nothing, while it may sometimes seem desirable in the short term, is almost always the worst possible solution. Most often, people will learn the news anyway, become angry and begin looking for new positions on their own. When the merger actually occurs, the company may

have lost some very good people, often not the ones they would have chosen to leave.

ONGOING COMMUNICATION: THE KEY TO SUCCESS

Once a merger and acquisition have been announced, continuing clear communication from the top, as often as once a week, is vital to keeping morale and productivity up. Telling people the truth, I have observed over and over again, can make all the difference between peace and chaos, good will and bad will, productivity and declining output. Most men and women will respond positively to a message that says: "You're a good person, but we simply don't need as many good people as we did in the past. You may be affected by the merger, but if you are, we'll take care of you. We'll see to it that you receive professional help in finding new work, and we'll ease the transition with retention bonuses and severance pay."

A company that does not plan to offer such help is well advised to consider it. As Robert M. Tomasko states in *Downsizing: Reshaping the Corporation for the Future* (American Management Association, 1990), "Limiting the human cost involved in firings is a responsibility companies must take on when they terminate employees. At a minimum, this usually involves adequate financial and benefits severance packages and outplacement assistance. Both must be provided in a way that preserves the dignity of those losing their jobs. Many companies do take this responsibility very seriously...but this is an area where there is considerable room for improvement."

Internally, a "hot line" can be very helpful in making accurate information available on an ongoing basis and thereby squelching rumors during the months or years before actual job changes occur. A large health care reimbursement organization, which used a professional consulting group, trained five of its own employees to tend a "hot line" for a four-month period prior to downsizing. Questions answered on the hot line were also published in a weekly newsletter which was available to all employees.

THE ROLE OF THE OUTSIDE CONSULTANT

Outside consultants can make a substantial contribution to the transition period, coaching company officers and managers about the rationale and timing of their statements. Employees slated for departure often feel more comfortable working with an outside consultant to whom they can vent their anger freely and from whom they can more easily accept help at a difficult time.

One of the biggest advantages of outside consultants, in Tomasko's view, is "their relative immunity from internal biases about the established ways of doing things." Because they come with a fresh view, consultants can often help companies avoid, as Tomasko puts it, "missing opportunities that may be hard to discover otherwise."

At a large chemical company in the downriver Detroit area, plant productivity actually went up during the 12 months prior to closure when an outside consulting group worked with employees there. Nobody left, knowing they would receive retention bonuses, severance pay and the professional services of the consulting firm prior to or at the time of their departure.

Downsizing, unless it is handled well, can sometimes turn out to be a costly measure indeed. In an atmosphere of ill will, the wrong employees may leave and the "survivors" who are left may feel as victimized as those who did leave. They may be filled with guilt for the suffering of their now-absent buddies, and worried about their own futures, which may now look more uncertain than they ever imagined in the past. In the long run, a company may lose tenfold in productivity and "people issues" what it saved by downsizing.

Sometimes the company itself, by focusing on functions rather than people, selects the wrong men and women to leave and spends costly time and effort attempting to replace them. As Tomasko notes, "hacking away at less needed activities" may seem the way to go, but in fact "interactions among information systems, employee capabilities, management style, rewards and incentives, and structure" all contribute to economic performance.

A careful evaluation of the individual abilities of individual employees before they are let go and a positive transition period when they are—one in which employees are dealt with honestly and openly, and where they are afforded assistance in the redesign of their work lives—these are nearly always the best antidotes to lowered productivity and poor performance following reorganization.

For many employees, career counseling creates new opportunities they could never have envisioned alone. Many of them, we find, have never assessed their personal and professional career goals utilizing tools such as the Myers-Briggs Type Indicator, or an interest inventory. Finding out more about themselves can erase old perceptions about their limitations and make more clear not only their achievements but their own personalities and individualities.

Such self-clarity allows them to come up with realistic career objectives, to think in very practical and useful terms about their desires and their potential contributions, rather than just "finding another job."

It also allows them to construct resumes that offer clear, accurate "snapshots" of who they are and what they have done, as opposed to the traditional chronological resume that may actually divulge very little of a person's skills,

abilities and accomplishments.

It is the rare employee who does not embrace such career counseling. Most people are enthusiastic about learning more about themselves and their new self-knowledge provides a useful "locus of control" in the job hunt.


Instead of taking any job, the candidate becomes able to evaluate job choices in terms of his or her interests and goals and gains the confidence to say, "I am somebody and I do have something to offer."

THE ES&R MANAGER'S ROLE

Employee services and recreation professionals are excellent company resources when staff reorganization is forced by a LBO, merger or restructuring plan. Typically a wealth of knowledge and understanding, these people are usually up-to-date about the outside resources available and how those resources can fit their organization. They can also plan programs and activities geared toward uniting employees and reaffirming their belief in themselves and each other.

GOOD WILL: A GOOD FOUNDATION FOR CHANGE

While there is really no way to plan in advance for a reorganization that might happen someday down the road, it pays for company officers, human resource personnel and ES&R managers to stay informed about available outside resources and to keep internal communication lines open and honest. In a company where a climate of good will has been long established through clear, honest and frequent communication with employees, the difficult adjustments involved in a downsizing become far less daunting.

Where attitudes are positive and future-looking resources are plentiful, changes of all kinds can be embraced with less fear and more optimism, benefiting not only employees who leave as well as employees who stay, but the very future of the company itself. 

John R. Bourbeau is managing principal of Right Associates, Great Lakes region. The firm, which specializes in career management issues surrounding mergers and acquisitions, has 66 offices worldwide.

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You and your employees will gain access to discounts on vacation travel, theme park admission, fitness equipment and supplies, and photofinishing, plus more. These discounts assist the program administrator in managing a well-rounded employee services and recreation program.

PUBLICATIONS

Learn all you need to know through NESRA's publications which are intended to make program management easier and more efficient.

CONTESTS & TOURNAMENTS

Conducted annually these national and regional events are primarily postal and can take place at your location or nearby.

MEMBERSHIP CERTIFICATE

Members receive a signed certificate suitable for framing which states they are a member of NESRA.

EMPLOYMENT SERVICES

Find a job in the employee services and recreation field or fill a vacancy on your staff through NESRA's Placement Referral Service.



MISSION STATEMENT

To serve the organizations and individuals responsible for providing employee services, recreation and fitness/health programs through education, information & professional development, thereby enhancing employee lifestyle and positively influencing productivity and profitability.

2400 S. Downing Ave. Westchester, IL 60154 708/562-8130

Offering Additional Services

Employee morale is of great importance at the Pitney Bowes Corporation in Stamford, Connecticut. The company stores, or PBX as they are called, contribute quite a bit to enhance morale in this large corporation. The store at Pitney Bowes began with a "convenience store" concept and has grown into an immense service for the employees.

EVERYDAY SELECTIONS

The PBX offers candy, amenities, nonprescription medicines, newspapers, magazines, cigarettes, logo items, jewelry, fine gift choices, greeting cards, wrapping paper and ribbons. In selecting gifts, we keep in mind our customers' needs: Intelligent, mature choices to give to a coworker, boss or secretary and a wide selection of new baby items, which our salespeople often group together and package nicely into gift bags with fancy ribbons. Gift bags are a good way of adding to the total sale. We suggest a bookmark or a potpourri sachet to add to a bag. Picture frames are the most popular items we sell and it's important to have frames in all price ranges and sizes, because customers like to look for less expensive frames for themselves to put on their desks and more expensive frames for gifts.

Another way to increase sales and offer conveniences to employees is a gift certificate program. We had our Graphic Arts Department design a creative certificate which we had printed with a matching envelope for a low cost. This is a good solution for gift buyers who aren't sure of what to purchase for someone. The customers love it. One of the great advantages of having a store that offers high quality,

fairly priced items and gift certificates is management's use of the store for purchasing incentive and retirement gifts, which keeps the business at Pitney Bowes.

VENDOR SELECTION

To begin adding services to your store, interview several similar concerns to find a compatible vendor for your needs and negotiate on what percentage you will make for your store. I suggest no less than 20 percent. Develop a simple contract with your vendor and have the legal department review it. Make all of these steps simple and to the point. When you are ready to begin a service, request the outside vendor hold a training session for your staff. S/he should provide all of the supplies needed to offer the service efficiently. The vendor should also provide explicit instructions outlining the procedure of making a sale, handling the product, routing it to the vendor and back to the customer. The vendor and store staff should have a clear understanding of the relationships between customers, store staff and the vendor. The vendor should also fully educate the store staff of the product being offered. Employee store staff should advertise all new services, re-advertise existing services from time to time and offer specials to increase business. Discuss specials with your vendors periodically.

SERVICES OFFERED

In keeping with the theme of boosting employee morale, we believe in supporting the traveling businessperson and helping the working parent with time management.

Try adding these common-sense services to keep customers returning to your store.

by Karen White Cook, R.D.

The PBX offers the following services to ease the time crunch: Dry cleaning, video rental, jewelry repair, gift wrapping, photo service, helium balloons, postage stamps, flowers and distribution of Metropool tokens for commuters. We are also in the process of negotiating a shoe repair contract.

Our gift wrap is priced per item: Small, medium and large. During the holidays, for those who bring in a bulk of gifts, we figure a special rate, based on how much time it takes to wrap the gifts and how much of our supplies are used.

Helium balloons are an extremely profitable and popular store item. They are excellent birthday, get well, anniversary, congratulations, or "just because" gifts. You can offer mylar balloons and balloon bouquets at a price lower than that of the outside competition, which makes them an attractive buy for customers. You must purchase a helium tank and assorted balloons from a local balloon store. You can also sell logo balloons to other departments throughout the company for decorating.


As space is often a problem for many of us, we have embarked upon a new method of selling flowers: A flower vending machine. The refrigerated vending machine is supplied by the company that designs them, a local florist fills the machine every other day and all we do is collect our 20 percent of sales. The machine accepts credit cards and cash. It is also quite large, so you will need to designate a space for it where it will be visible. Remember, it is a good idea to get approval before beginning any new service.

CATALOG SALES

In brainstorming with a salesman from one of my large gift companies, we came up with the idea of producing a fine jewelry and giftware catalog exclusively for Pitney Bowes. The catalog offers Oneida silver

pieces and ware, crystal, Howard Miller clocks, watches, pewter, fine gold and gemstone jewelry. These popular items in the catalog are offered at well below suggested retail prices—believe me, your customers will compare! The choices selected are fine wedding, shower, retirement, birthday or congratulations gifts. The book was collated with several company brochures, a Pitney Bowes' price list and order forms. We place orders daily and customers receive their items in one to three days, except for some special items. Again, no inventory is required on my part and I realize some great profits.

them returning and cements your store's reputation as a convenient and cost-effective place to shop.

By providing services such as gift certificates and gift wrapping, you make your store an even more convenient place to shop. Remember to use knowledgeable salespeople for merchandising techniques and sales promotion ideas. Always do what will prove profitable for you and be enjoyed by your customers. 

CONCLUSION

Offering additional services for your employee store customers keeps

Karen White Cook, R.D., is manager, wellness and employee services for the Pitney Bowes Corporation in Stamford, Connecticut.

A Commitment to Excellence in Employee Services and Recreation

Founded over 25 years ago, the National Employee Services and Recreation Association (NESRA) Education and Research Foundation, a 501(c)(3) nonprofit organization, is the research arm of NESRA. It was created to equip the employee services and recreation manager or leader with the bottom-line data needed to support employee services and recreation programming.

Current Foundation projects include:

- Funding biannual field surveys delivering data on salaries, budgets and programming trends;
- Reviewing candidates wishing to conduct research which will supply data to members;
- Funding the publishing of a four-book series of texts concentrating on various subjects in employee services.

Contribute to the NESRA Education and Research Foundation and you will contribute to the expansion of the employee services and recreation field.

Send your tax-deductible donations to:

NESRA Education and Research Foundation
2400 South Downing Avenue, Westchester, IL 60154

Planning an AerobiCruise™

What floats, improves the cardiovascular system, controls bad habits and offers a Swedish massage? This article describes a new concept in health promotion—an AerobiCruise™. Find out how combining a group vacation with health promotion can translate into healthier, more well-rounded employees.

by Scott C. Ratzan, MD

Because health and wellness is “peace of mind” and not just outer appearance, proactive companies have scheduled seminars on important steps to enrich, invigorate and preserve good health and happiness right on the water.

Can you think of a better way for employees to escape the daily hassle of getting to work or the stress of an equally busy mind? Let’s look at the opportunities cruises provide for giving employees their “peace of mind.”

For the discriminating traveler determined to get the most from each and every dollar, a cruise at sea can actually be one of the best bargains around. Just think of it—where else can you get a preset group package rate which includes lodging, food, activities and airfare?

Are you tired of trying to find new ways to promote wellness in the workplace? Remember lying on the beach on your last vacation, feeling guilty about that pile of work still sitting on your desk? How often do people destroy their diets and gain back those ten pounds on a ten-day vacation? Thanks to a new trend in vacationing, you can promote wellness and save employees’ diet regimens while on a group vacation.

A number of wellness-minded companies are sponsoring vacation cruises that change the meaning of mixing business with pleasure, because they understand that living life is not just a bottom-line number. For those of us who can’t slow down or are bored with routine touristy vacations, specialty cruises are available which focus on various aspects of health and wellness and a number of business-related seminars.

Most people in European countries have six to eight vacation weeks per year. Because that luxury is not available for most Americans, it is important that we make the most of those precious few weeks available to

us. With the hectic schedules and routines of daily life, a vacation cruise is the perfect opportunity to learn about new ways to adopt a healthier lifestyle.

THE AEROBICRUISE™

Instead of quitting aerobics classes or the benefits of your organization’s fitness center, you can plan an AerobiCruise™ for your employees to help them learn more about exercise, nutrition and healthy behavior while relaxing, meeting new people and having a great time!

Have you been looking for a way to help employees brush up on their communication skills but couldn’t fit it into your wellness calendar? You can now take a seminar-at-sea™ cruise which includes seminars led by experts, with topics ranging from communication and negotiation skills to stress management, which will improve employee job performance when they return instead of leaving them in a funk because they’ve been away for a week.

These new cruises combine the usual highly-personalized services such as a spa, Jacuzzi™, sauna and expert massage with special custom-designed seminars providing insight into such topics as heart-smart nutrition, preventive diagnostics, behavior modification, effective presentation skills, choosing health and life insurance and even the latest aerobic tips. In many cases, as an added benefit, employees can earn continuing education credits. Imagine giving employees credit for having a great vacation! Oftentimes this educational expense has tax advantages for the company sponsor in addition to returning happier, healthier and brighter employees to the workplace.

This alternative vacation is an energetic way to offer both fun and

self-improvement at an affordable price. For the same price as the "average vacation," employees can return to the workplace with valuable knowledge they'll be able to incorporate into their everyday lives.

PLANNING AN AEROBICCRUISE™

The good planner can find bargains for approximately \$100 per day per person. How much did the employee travel group spend on their road-trip to Washington, DC, sleeping at economy hotels and eating at the Golden Arches? A quick use of the calculator provides evidence that cruising **IS** a real bargain—and can promote employee wellness.

Where else can employees have three gourmet meals plus midnight buffets and room service, in addition to formal dances, sports and fitness activities, swimming and clean, crisp ocean air without ever leaving the confines of a state-of-the-art cruise ship?

Cruise lines are finding these specialty cruises so successful they are holding them on most of their routes, including Hawaii, Mexico, California, Florida, the Panama Canal, the Caribbean and Europe. In fact, there are cruise lines with specialty programs focusing on Vital Life™—the balance or POISE—the physical, occupational, intellectual, social and emotional well-being of each individual.

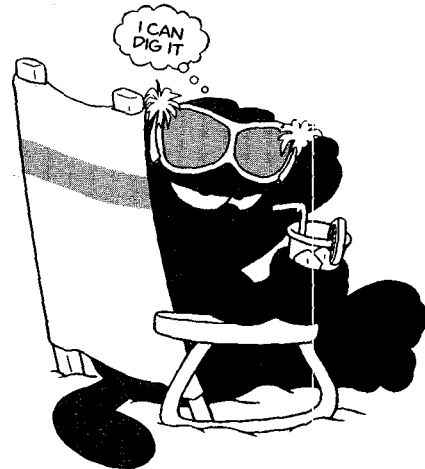
Packages are offered for five- to 15-day cruises and they usually include airfare. They are a perfect opportunity for groups to enjoy their time off while gaining valuable tips on improving their lifestyles. It is also a great chance to talk about new business ideas and make new friends with the over 500 other guests in a relaxed setting.

CONCLUSION

The first step is to sit back in your chair, close your eyes and think about the tranquil nature of the ocean or the Caribbean islands while offering employees the chance to learn about their overall wellness. After a good minute of imagination, think about organizing a wellness outing on a cruiseliner...for the health and overall well-being of your organization's employees. ☺

Scott C. Ratzan, MD, is a consultant on special seminars-at-sea™ and is medical advisory board chairman of Vitality magazine in Boston, Massachusetts. Jane Pierce and Stacia Webb, also with Vitality magazine, contributed to this article.

Vacation in Florida with 69 clams.



JIM DAVIS

GARFIELD: © 1978 United Feature Syndicate, Inc.

And take your family, too. You'll all have a great time at the beach without shelling out a lot of money.

Go to one of our six Florida Embassy Suites® hotels, and for \$69* you'll get a spacious two-room suite. With living room and private bedroom, it's perfect for couples or families with kids.

You'll also enjoy a free, cooked-to-order breakfast every morning. And two hours of complimentary cocktails+ nightly.

So if you want to have an exciting vacation at the beach, bring 69 clams and your family to an Embassy Suites® hotel.

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**Price is per suite, per night, double occupancy.*

Valid May 1 — September 30, 1990.

At the following hotels: Boca Raton, Ft. Lauderdale — Cypress Creek, Ft. Lauderdale — 17th St. Causeway, Miami, Tampa — Airport, and Tampa — Busch Gardens.

+Subject to state and local laws.

Flyer must be presented upon check-in.

**For more details call:
Florida District Office
(305) 527-2700**

Providing towels for your facility users/activity participants can be a great service—your organization's employees won't need to remember their own, they won't combine a wet towel with their fitness clothes and they won't experience the earthy scent of a musty locker room. Consider the towel service options provided below; there are probably

one or two you can implement in your own

facility or program. Your participants will thank you for it.

Towels, Anyone?

Here is a discussion of the issues, and the cost factors, involved in providing a towel service for your facility users/activity participants.

by Elizabeth D. Martinet, editor

TOWEL SERVICES

Using a towel service can be an effective way to offer towels to employees if you don't have storage space available or the area and initial capital investment needed to purchase a washer/dryer. Towel services average around \$100 per month (more or less, depending on how many people use the towels). If you'd like to avoid the earthy locker room scent, though, you should probably avoid this option, as you'll need a bin in which to store the used towels. Also, the costs of "renting" towels by the month can add up quickly. For example, Texas Instrument's recreation facility in Lewisville, Texas began its operations with a towel service. However, they switched over to a washer/dryer system and bought their own towels because of the trade-off involved. For TI, the investment in a washer, dryer and towels was more economical in the long-run than paying the monthly towel fee.

Another towel service option is to buy disposable towels. Companies exist that sell four-ply disposable, biodegradable towels for a fee of

roughly \$100 per case (a case includes 300 towels). Users of the towels simply toss the towel in the garbage when finished drying off. This eliminates the musty towel odor, but, again, the cost of purchasing even a case of towels per month can add up quickly.

LAUNDRY FACILITIES

If you have an on-site facility, due to the volume of towels you'll handle by providing this service, your best option may be to purchase a washer/dryer for your facility. The cost of towel services can be considerably lower with an on-premises laundry, often between one-third and one-half the cost of an outside service.¹ The Lewisville, Texas facility now has an industrial washer/dryer on-site and has purchased towels to provide to its users. Texas Instruments pays for the electricity and water fees involved in running the washer/dryer; the facility management pays for the towels and purchases the detergents necessary for the machine.

At the TI facility, the washer/dryer is self-running: It filters its own detergent, fabric softener and bleach through the cycle, so it's easy to use. Also, because of the frequent use of the facility, they run about 10 loads of laundry per day. This definitely improves the sanitation of the locker room, in that germs don't have much time to spread.

Before you purchase an industrial-strength washer/dryer for your facility, consider the following:

- How much space can you allot to store towels?
- How much space can you allot for folding the towels?
- How much initial capital investment will you need to purchase the towels,

washer and dryer?

- What kind of maintenance will be involved (i.e., who will operate the machines, who will fix the machines if they break, etc.)?

Also, if you opt for purchasing a washer, dryer and towels, at some point you will need to replenish your supply. Towels become frayed and stained and need to be replaced. Expect to replenish at least some of your towel inventory every couple years.

THEFT

A major concern of those who don't offer a towel service yet is theft. This, however, can be avoided. At Texas Instruments, facility users give their company badge in return for a towel; they must return the towel to


get their badge back. This prevents people from unintentionally walking off with the towels and provides an accurate way for the facility staff to monitor the number of people who use the facility.

OTHER OPTIONS

If you don't have a facility but think providing towels would be a good service for your program participants, consider this option: At 3M in Lake Elmo, Minnesota, while they do not have a facility, they do provide towels for golfers and other activity participants. For 50 cents, a golfer or tennis player can rent a locker and a towel. When finished, s/he throws the towel into a laundry bin. 3M then uses the same washer/dryer they use to wash table linens.

They store the towels in their golf shop and purchase replacement towels every couple years.

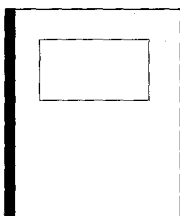
CONCLUSION

Before you consider what kind of a towel service you'd like to offer, you need to analyze how much space you have available for storage, how you'll monitor the use of the towels, whether you'll charge a use fee and what kind of a service you'll use. In terms of customer service and convenience, a towel service is a valuable option indeed. 

FOOTNOTES

¹ August Lizarraga, "Laundry Economics," *Athletic Business*, October, 1989, p. 66.

NESRA's 1989 Salary Survey



Find Out Exactly How Your Position and Salary Compare With Others in Your Field!

The 1989 NESRA Salary Survey reports on 733 pay rates of 10 different positions at various levels of education. The results are presented by size of company, facility, budget, experience, full-time employee services and recreation employees and region.

Member Price:
Survey Participant \$50
Nonparticipant \$75

Nonmember Price: \$100

Please send me _____ copies of the 1989 NESRA Salary Survey

Name _____

Company _____

Address _____

City _____ State _____ Zip _____

Phone _____ Total Amount Enclosed \$ _____

Send check and order form to:
NESRA
2400 S. Downing Ave.
Westchester, IL 60154

Thank You

Hawaii is undoubtedly the epitome of paradisaic vacations. It's also the epitome of budgetary nightmares. Everyone wants to go there, but not everyone is willing to pay the price.

However, one family—wishing to remain anonymous—discovered how to visit the Hawaiian island of Maui and still bid it “Aloha!” with a smile and a full wallet.

They did it with a 50 percent hotel savings card.

Instead of their hotel costing \$890

for 10 days, it cost them half that amount: \$445—that's \$445 left over for touring the dormant volcano Haleakala; for packing a suitcase full of Macadamia nuts to treat envious friends back home; and for putting towards their next vacation.

Hawaii isn't the only place this family could go back to. They could get half off standard room rates as far north as Alberta, and as far south as Acapulco and as far east as Greece. More than 1,500 resorts, condominiums, hotels and motels happily cut their price by half while still offering all the amenities any full-paying guest receives.

RATIONALE

The rationale behind half-price hotel programs is simple. Vacant hotel rooms exceed the amount of filled ones. According to the New York Times, “The average occupancy rate for the major full-service hotel chains has fallen to about 63 percent”—well below the desired 85 percent.¹ In exchange for filled rooms, hotels allow discount programs to function. To them, it's better to have vacant rooms filled at half price than to remain empty at full price.

One reason for the abundance of empty rooms is the high price tag accompanying travel. Leisure and small business travelers, reports *The*

Wall Street Journal, are especially affected by recent cost increases. During the 1980s alone, such travelers witnessed a nearly 94 percent increase.²

High price or low, Americans love to travel. One way to keep them on the road and in the air is by cutting their lodging cost, which—outside of transportation—accounts for a good portion of their travel budget.

Here's how half-price programs work: Members receive a wallet-size plastic card embossed with their name and identification number; they also receive a current hotel directory. With card and directory in hand, they call the hotel and place their reservations. Once confirmed, their reservations are guaranteed at the half-off rate.

RESEARCHING YOUR DISCOUNT PROGRAM

As good as it sounds, look before leaping into a half-price program. While all programs appear under the same “discount” heading, they differ greatly in presentation, guarantee, hotel quality and customer service.

Here are several questions to ask yourself when exploring half-price programs:

- Does the program offer a full 50 percent discount or merely up to 50 percent?
- Is the half-off rate guaranteed?
- Does the advertised number of participating properties truly represent a hotel by hotel count? (For example, 2,000 properties may be advertised while only 500 actually offer a fully guaranteed 50 percent savings.)
- Are coupons involved?
- Is the program recommended by reputable sources?
- What restrictions accompany the membership?
- Does the program offer special group rates for organizations and small businesses?

An excellent, unbiased resource

Half-Price Hotel Programs

Here's a discussion of how your organization's employees can save while they travel.

by Steve H. C. Henderson

for the latest in travel is the *Consumer Report Travel Letter*, which periodically features half-price hotel programs—complete with descriptions and membership costs. Another resource is the November 20, 1989 issue of *U.S. News & World Report*, which briefly summarizes several major half-price programs.

No matter what you hear or read, check the program out for yourself. Don't be afraid to ask questions. Obtain the program's most current hotel directory and randomly call a few listings. The more conscientious programs will have established strong working relationships with their hotels.

SPACE AVAILABILITY

One of the most misunderstood yet important precepts of half-price hotel programs is the part that says "subject

to space availability." Without this phrase, such programs simply would not exist. What it means is that as long as a hotel is running below 85 percent occupancy, you'll get a room. If it's running about 85 percent, the hotel can fill rooms with full-paying customers.

Because "space availability" is required, it's imperative that cardholders call a hotel before arriving at its front desk. A large convention or seasonal attraction could bring the hotel 85-100 percent occupancy, thus nullifying the half-off rate. To make the most of their membership, then, cardholders should keep schedules and destinations flexible until they've obtained confirmed reservations.

CONCLUSION

According to John Barbour of the

Associated Press, "The average American household spends almost \$4,000 a year on its wanderlust; as much as it spends on food and twice as much as it spends on clothing."

Thanks to reputable half-price programs, however, today's leisure and business travelers have the wherewithal to stay at finer hotels and still have something left over for that trip to Maui, or to Orlando, or to Paris, or to...



Steve H. C. Henderson is director of public relations for Quest International in Yakima, Washington.

FOOTNOTES

¹ Richard D. Hylton, Businessday Section, *New York Times*, March 9, 1990, page C1.

² Jonathon Dahl, "Marketplace," *The Wall Street Journal*, March 12, 1990, page B1.

Stop Sweating It

Don't spend hours researching a service or program you'd like to provide for your employees.

NESRA can help!



- Employee Services
- Management Magazine
- Peer Network Directory
- Full Time Staff
- Tournaments
- Discount Programs
- Research Reports
- Much More!

You've paid your dues; now use the resources that are available.

708-562-8130

NEW PRODUCTS/SERVICES

New Dependent Care Toll-Free Number

The Department of Labor's Women's Bureau recently announced the premier of CHOICES: The Clearinghouse on Implementation of Child Care and Eldercare Services, a new toll-free number.

Employers can dial this number to receive concrete "how-to" information regarding establishing family-related employee programs. CHOICES' database includes information on types of dependent-care services, incorporating family needs into the overall benefits program, flexible-policy options and public-private partnerships that can help working families.

CHOICES offers about 55 program profiles describing existing employee-related dependent-care programs, 26 "how-to" guides covering such topics as legal and liability issues, on-site and off-site centers and a "Work and Family Resource Kit."

For more information, call 1-800-877-9002 from 11:00 a.m. to 4:00 p.m. Eastern time.

New Exercise Stretching Book Available

Leisure Press offers Michael J. Alter's new book, *Sport Stretch*, a book containing 29 stretching routines and 311 stretching exercises.

Alter, also author of *The Science of Stretching*, has packed his new book with information designed to improve performance and prevent injury. The highlighted stretching routines, which can be done in 20 minutes each, include the 12 best stretches for more than 20 specific sports and recreational activities.

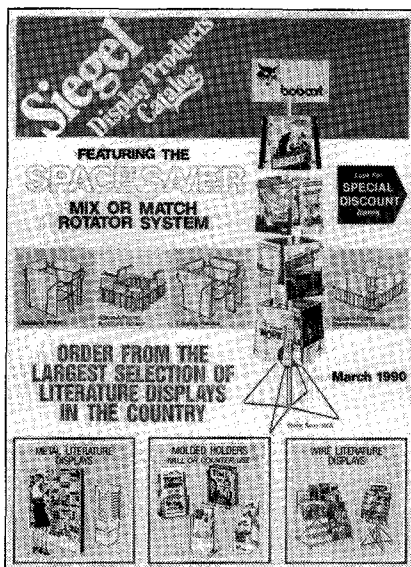
Sport Stretch discusses the basic principles of stretching, as well as what happens to the bones, joints, tissues and muscles during stretching

and points out how increased flexibility translates into better performance and a reduced chance of injury.

This book combines scientific facts about stretching with practical tips to be used on one's own. It is specifically for those who are serious about improving their athletic abilities and avoiding injury.

For more information, contact Leisure Press, A Division of Human Kinetics Publishers, Inc., Dept. 513, Box 5076, Champaign, IL 61825-5076, (217) 351-5076, (800) 747-4457.

Literature Display Catalog Released



Siegel Display Products has just released its 1990 catalog featuring the country's largest selection of literature displays.

The 1990 Siegel catalog contains a complete line of wire and metal displays, product merchandisers, and molded holders for brochures, magazines and catalogs. Space saving rotating displays, open shelf displays and trade show displays are also featured, as well as satin and outdoor

banners and a complete line of advertising specialties.

Siegel Display Products prides itself on providing fast personal service, the best quality and newest designs at the lowest possible prices. Now beginning their 25th year in business, Siegel stands behind all of their merchandise with an absolute Guarantee of Satisfaction.

For more information, contact Siegel Display Products, P.O. Box 95, Minneapolis, MN 55440, (612) 342-2616.

New Directory of Health Service Providers

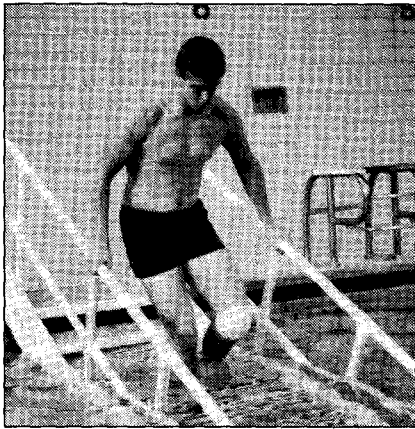
DataLink Research Group announces the publication of the 1990 *National Directory of Occupational Health Service Providers*. The directory has been compiled to assist corporations in locating qualified medical providers throughout the country.

The 1990 National Directory contains the following information: 1) Names, addresses and telephone numbers of over 4,500 physicians, hospitals and clinics offering occupational health services in all 50 states and the District of Columbia; 2) lists of services offered and office hours; 3) drug screening compliance companies and a complete listing of drug testing collection sites; 4) NIDA certified laboratories; 5) occupational health care consultants.

The Directory is designed for those who must recruit professionals for their employee health programs. It simplifies the task of compliance with federal drug screening regulations by identifying professionals who can offer the service nationwide.

For more information and a complimentary sample copy of the Directory, contact DataLink Research Group, P.O. Box 141, Fair Oaks, CA 95628, (916) 966-9156.

Easy-Access Swimming Pool Apparatus Available



Quaker Plastic Corporation has announced the introduction of a new 3-in-1 stair, ramp and underwater parallel bar system to allow the handicapped, the physically impaired, the young and the elderly to use swimming pools with ease and dignity.

Called the Swim-Step™ Pool Access System, it features easily-adjusted treads to allow the unit to be used as conventional stairs or as a ramp in any commercial swimming pool. Additionally, the entire unit may be placed underwater for use as parallel bars for physical therapy or fitness workouts.

The Swim-Step™ meets the accessibility standards of the National Center for a Barrier Free Environment. Unlike steps made from metals, this unit is constructed with noncorrosive engineered thermoplastics.

Special nonskid safety treads are featured on each step. The unit also features easy installation, removal and storage. Built-in wheels allow the unit to be moved easily. The main unit "folds" in half and the hand rails snap out for convenient space saving storage.

This pool access system is adjustable, allowing it to be used for different pool depths. It is 11'4" long with a 30" tread width. The entire unit, including the rails, weighs

approximately 178 lbs. There is an increase in water activities among all population groups including the handicapped or those requiring physical therapy. Pools must be ready to accommodate these groups. The Swim-Step™ is an easy, simplified and diversified way to meet this need.

For more information, contact Quaker Plastic Corp., 103 S. Manor St., Mountville, PA 17554, (717) 285-4571.

Business Ethics Booklet Offered

The Channing L. Bete Company has just published "About Business Ethics," a booklet that explains the importance of ethical conduct in business and encourages readers to be aware of, and follow, ethical guidelines.

Ideal for ethics training programs and orientation sessions, the booklet examines issues where ethical decisions may be called for and points out why ethical choices are sometimes difficult to make. It urges readers to evaluate their own standards and stresses the importance of adhering to an organization's code of ethics. The booklet also gives helpful advice on promoting ethical behavior in the workplace and answers common questions.

This is one of many booklets available from the publisher in the unique work-and-graphic format called Scriptography. All can be personalized on request, and quantity discounts are offered.

For a complimentary review copy and a catalog, contact Channing L. Bete Co., Inc., Dept. PR, 200 State Rd., South Deerfield, MA 01373, (800) 628-7733.

Nutritional Poster Available

The Center for Science in the Public Interest (CSPI) introduces a

colorful wall chart. "Rough It Up: CSPI's Fiber Scoreboard."

Designed to help people calculate their daily intake of dietary fiber, "Rough It Up" is the most comprehensive and up-to-date listing available of fiber in brand-name and generic foods.

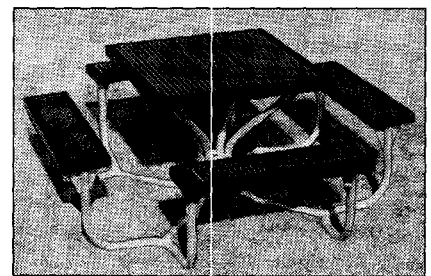
The National Cancer Institute advises people to eat 20 to 30 grams of fiber a day. Most Americans typically eat only 10 grams.

Fiber is the largely indigestible portion of plant foods. Eating more plant foods may help prevent major illnesses, including constipation, diverticular disease, colon cancer, heart disease and diabetes.

Now, health-conscious consumers can learn at a glance how much fiber is present in over 340 commonly eaten brand name and generic foods. CSPI's Fiber Scoreboard also lists each food's fat content to help people avoid high-fiber foods that are also loaded with fat. It highlights foods that are good sources of soluble fiber, which may lower blood cholesterol levels.

For more information, contact CSPI-Fiber Scoreboard, 1501 16th St. NW, Washington, D.C. 20036, (202) 332-9110.

Park Benches and Tables Available



BCI Burke Company, Inc. offers a line of expanded metal park benches and picnic tables.

The products are constructed of expanded metal. Expanded metal's perforated nature facilitates self-cleaning by allowing rain and spills to

pass through. Finished in a rich brown color, the material selected by Burke is 3/4" x 9 gauge unflattened steel, which is framed with heavy steel angles, reinforced with heavy steel channels, and plastisol-coated after fabrication for rust prevention.

The park bench model is available in 6' or 8' lengths, with legs and seat support made of 2-3/8" outside diameter (O.D.) galvanized pipe for exceptional strength. The picnic table models are available in 6' or 8' lengths with a 2-3/8" O.D. galvanized frame. Another table model is available with a 3' square top, overall dimensions of 6' x 6', and a 1-5/8" O.D. galvanized frame.

For more information, contact BCI Burke Company, Inc., P.O. Box 549, 660 Van Dyne Rd., Fond du Lac, WI 54936-0549, (414) 921-9220, (800) 657-0723.

Automated Valet System Introduced



Service Automation Inc. has introduced Smart Valet™, an unattended, fully automated valet system (AVS) for the fabricare industry. Smart Valet™ allows drycleaners to service customers 24 hours a day, seven days a week.

Developed by one of the original

designers of the automated teller machine, this valet machine brings the same convenience and high level of customer service to the fabricare industry.

A standard Smart Valet™ unit requires 70 square feet. This minimal space requirement allows an AVS to enhance or replace traditional drystores—an attended store which does not house actual laundering facilities—and to enhance service at a retail plant. In addition, an AVS provides a cost-effective method for drycleaners to penetrate new markets which were previously out of reach due to limited space, high rent or payroll cost.

An AVS allows customers the convenience of an unattended valet system which provides service around-the-clock. Convenient locations for customers include employee stores, office buildings, apartment complexes, multiservice grocery stores and health clubs.

Operating Smart Valet™ is easy. The customer follows simple instructions on the display screen for drop-off or pick-up. The customer then passes a credit card or operator-provided "Privileged Customer" card through the card reader. The machine identifies the customer and performs the requested service.

When drop-off is selected, the security door slides open and the customer drops in the laundry bag. The door closes and the bag is automatically moved to the collection area.

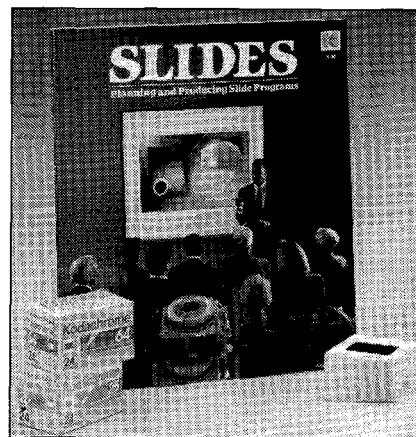
To pick-up an order, customers press the appropriate button and Smart Valet indicates if the order is ready. If so, the system retrieves the order, delivers it and resets for the next transaction.

Typically, orders are picked up once a day, processed at the drycleaner's plant, then returned and placed into the AVS. Payment is charged to a customer's credit card, prepaid or billed on account at the drycleaner's option.

For more information, contact Service Automation, Inc., 8675 River

Trace, Roswell, GA 30076, (404) 993-1446.

Guide for Producing Slide Programs Offered



A newly-revised book about planning and producing effective slide and audio tape presentations is now available from Eastman Kodak Company.

The new edition of "Slides—Planning and Producing Slide Programs" serves as a step-by-step production manual for beginners and also as a quick reference guide for more experienced audiovisual producers. It contains updated information on how to utilize personal computers when producing slide programs, as well as product information, including new Kodak™ color slide films.

The 159-page softcover book was written for Kodak by Ann Bishop, an independent Canadian audiovisual producer, in easy-to-understand, nontechnical language.

Five major sections of the book include planning, photography, preparing the graphics, putting the show together, and postproduction. Each section features color photos and illustrations, guiding readers through each important stage. In addition, a glossary of audiovisual terms and a legibility calculator are also included.

For more information, contact

Kodak Information Center, Eastman Kodak Company, 343 State St., Rochester, NY 14650, (800) 242-2424.

Stress Reduction Unit Available

Stop Tension Achieve Relaxation (S.T.A.R.) consultants offer the Discovery 1 module, a single-person, soundproof, stimuli-free contoured capsule designed to improve a person's ability to cope with stress and develop life enhancement skills.

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For more information, contact S.T.A.R., 505 N. Mollison, Suite 202A, El Cajon, CA 92021, (619) 442-9240.

New Video Training Tape Catalog Offered

Video Publishing House recently released the 1990/91 edition of its Video Publishing House, Inc., catalog.

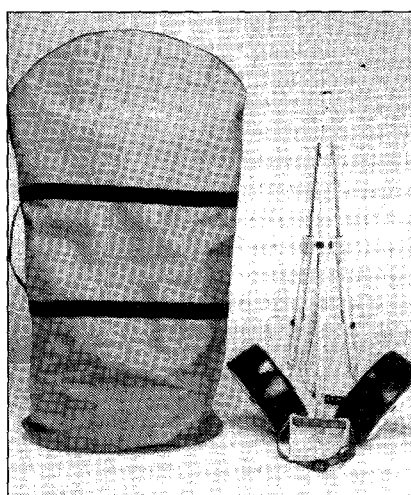
The catalog lists over 60 training videos such as "A Passion for Customers," "The Leadership Alliance," and "Thriving on Chaos"

with Tom Peters. The catalog also contains "Artful Negotiation" with Herb Cohen and "The Koppel Report: The Blue X Conspiracy" with Ted Koppel.

Video Publishing House, Inc., specializing in corporate video education, offers an award-winning program line consisting of top-selling business books converted to videotapes, such as "The One Minute Manager" with Dr. Ken Blanchard, and "What They Don't Teach You at Harvard Business School" with Mark McCormack. New 1990/91 releases include "Competing in Time," "Doing Business In a Borderless World" and "How to Give A Speech," with Tom Peters.

For more information, contact Video Publishing House, Inc., Four Woodfield Lake, 930 N. State Pkwy., Suite 505, Schaumburg, IL 60173, (800) 824-8889.

Carryall for Golfing Gear



Kanasta Marketing offers a Caddy Cloak, a durable and waterproof nylon carryall, into which players can safely put all their muddy gear after a round of golf. Once zipped up, the bag keeps the car trunk and interior dry and clean, regardless of how wet the articles may be.

This new product will prevent

golfing gear from littering its storage place during the winter with dried mud and cuttings.

The bag features strong webbing supports and a carrying handle. It measures approximately 34" x 24" and is available in either blue or red.


For more information, contact Kanasta Marketing (Contact: Mr. K. Stedman), 19 Tolworth Park Rd., Surbiton, Surrey, England KT6 7RN, 44 1 399 3040.

New Liability Videotape

A new videotape by the College and University Personnel Association (CUPA) explains how everyday activities can pose legal risks for human resource administrators.

"Legal Liabilities for Human Resource Professionals" covers such workplace issues as hiring and terminating employees, breach of privacy hazards and communicating rules to department heads.

The video urges human resource administrators to consider the legal risks associated with these and other apparently innocuous areas. It also discusses what administrators can do when they are sued: How to respond to requests for documents; how to work with legal counsel and when administrators should retain their own lawyer.

For more information, contact The College and University Personnel Association, 1233 Twentieth St., N.W., Suite 503, Washington, D.C. 20036, (202) 429-0311. 

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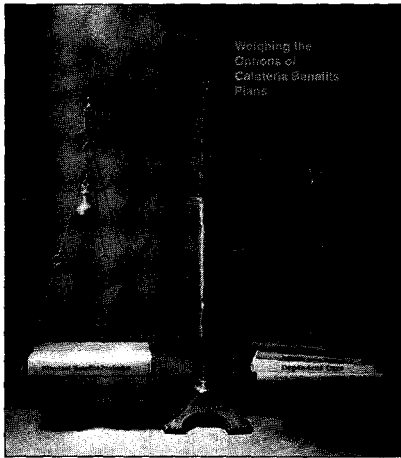
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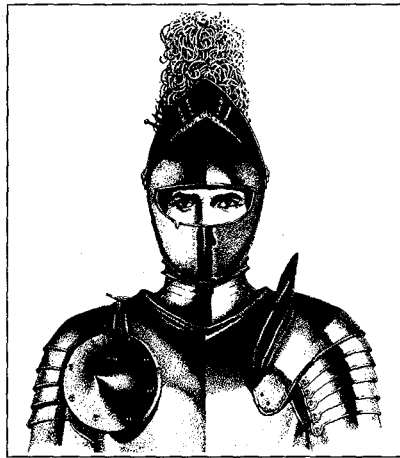
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Chicken Pox Vaccine

Acyclovir, a drug used to control herpes simplex, can help reduce the symptoms and duration of chicken pox among children, reports *Insight*.

A recent study by researchers at the University of Minnesota involved administering the drug to 50 children over age five within 24 hours of them developing chicken pox. The children who received the drug developed fewer lesions and began recuperating a day sooner than the control group.

Since the drug only lessens the severity of the disease, not prevents it, not all children will need it. However, it will aid those children who suffer the most severe cases.

The herpes simplex and the varicella-zoster virus, which causes chicken pox, are members of the same family. This may explain acyclovir's positive effects.

Other research facilities in 10 cities are performing similar studies and are expected to release their results later this year.

Although no chicken pox vaccine is licensed in the U.S., eventually some of those being tested in other countries may become available.

Demand Wellness Programs

A University of Michigan health and fitness survey of 2,000 employees at a midwest manufacturing firm found that just 10 percent of the employees accounted for 66 percent of the firm's health care costs. Many of the health problems were related to smoking, alcohol consumption, drug abuse, high-fat diets, lack of exercise and uncontrolled high blood pressure.

"The findings raise several questions," said D. W. Edington, Ph.D., director of the U-M Fitness Research Center, and Louis Yen, research assistant at the center.

"Should all employees bear the health care costs of a minority who persist in unhealthy lifestyles? Does a company have the right to insist that its employees adopt healthier lifestyles? And do employees have the right to demand fitness and employee assistance programs?"

"We are swiftly moving into an era of increasing conflict between two prized American values—access to health care and the freedom to choose how we live," Edington said. "Something has got to give."

The study found the employees generally knew how fit they were. "Employees who rated their health as 'fair' or 'poor' in 1985 became ill more frequently and had higher health costs in the following three years than those who had answered 'good' or 'excellent'," Edington said.

More than half of all chronic diseases, including cancer and heart disease, are related to lifestyle. Edington says, "Lifestyle is a predictor of future health. We found that diastolic blood pressure levels were good health predictors in men ages 35-64, while more than 20 drinks a week (nearly three a day) predicted health problems in men of all ages and among women younger than 35." Seatbelt use and smoking were also predictors at all ages.

"When we correlate lifestyle, disease and health care costs, it seems to me that the policy implications are clear," Edington said. "Companies must begin to require employees to try to change their lifestyles through employee assistance and fitness programs and employees must begin to demand that such programs be available to them."

If managers and employees do not pursue such positive measures, corporations may soon implement negative measures: Insurance surcharges on those who lead high-risk lifestyles.

U.S. health care costs now amount to more than \$500 billion a year—12

percent of the Gross National Product (GNP)—compared with the 1960s when they were \$100 billion a year or 5 percent of the GNP. Currently, U.S. companies collectively lose about \$33 billion a year because of impaired employee productivity due to drug or alcohol use.

Layoffs Backfire

Job cutbacks are the most common response by U.S. businesses to rising costs and competition, yet the majority of these efforts do not achieve the intended cost reductions and production efficiencies, according to a recent University of Michigan School of Business Administration study of corporate downsizing efforts.

"Unless management is very good, employees performed worse after the cutbacks," said Kim S. Cameron, associate professor of organizational behavior and human resource management at the university.

Cameron recently completed a three-year study involving 30 firms in the automotive industry, all of which were engaged in downsizing. The study involved interviewing the CEOs or managers of these plants or businesses every six to nine months (four times over three years) and conducting a survey of 3,000 white-collar management employees.

While 25 percent of the firms studied showed "a marked increase in productivity," the rest showed a decrease in performance.

The study also revealed that the best downsizing strategies have paradoxical elements evident in the following six general conditions which indicate successful downsizing:

- Downsizing should be done from the top down and bottom up. It's necessary to have a strong visible leader who states a vision and manages the process, coupled with employees who recommend and

decision-makers to help make plans and budget forecasts that will impact the entire company.

The scenarios described above are characteristic of the progression made by most employees and employers. But what has created this increased awareness? Two examples may help shed some light.

During the early part of the 1980s, a flurry of attention was focused on the Social Security system and projections that funds would not be available to pay benefits. Legislation was quickly enacted, calling for everyone to contribute more to the Social Security trust fund in order to keep it solvent. This legislation not only provided for the continuance of benefit payments, but helped restore the system to a financially sound position, which it maintains today. But what about the long-term effects? This crisis situation seemed to awaken most individuals to the need for personal savings programs, with less reliance on the Social Security system. Employees also turned to their employers and asked for assistance in providing for their future financial needs. This prompted employers to take another look at the retirement programs they provided.

Rising costs associated with all forms of health care have also created a critical interest among organizations and employees directed toward various cost saving measures. For example, most would agree that the quality of health care is better today than it has ever been, thanks to many advances in the medical field. But this increased technology has come with a high price tag. Enormous amounts of money awarded as damages in malpractice suits have created higher insurance costs for physicians. This may result in additional, and possibly unnecessary, procedures performed by the cautious doctor to better protect his/her own interests. Obviously, these costs are passed on to the consumer, as in any other business. During the last few years, this dramatic upswing of medical costs has sent employers looking for any solution that may provide some form of relief. Many more employees are being called upon to contribute more for their health care coverage, and due to the national focus on health-related expenses, employees now have a better understanding that some contributing factors are out of their employers' hands.

There has been a tremendous amount of educational growth for both employers and employees, who as knowledgeable consumers, are demanding more from their benefits programs at a time when cost control is a major concern.

These issues, combined with others, warrant a review of the current benefits package system and possible investigation into cafeteria-style benefits, or flexible benefits as they are commonly called.

Although there were a few plans around in the 1970s, flexible benefits programs did not grow significantly until the 1980s, when Section 125 of the Internal Revenue Code and ensuing amendments helped clarify how these plans should operate. Section 125 basically deals with choices between benefits and cash. The distinction made concerns

taxation of the employee's choices. Stated simply, the choice is between nontaxable benefits and taxable cash. Cash is obviously taxable, but most benefits under this arrangement are provided without taxation.

REASONS

There are probably as many different plans that exist as there are reasons for having a flexible plan; each variation is a result of differing company objectives and employee needs. One simple reason may be to increase employee satisfaction and appreciation of the provided benefits. By allowing choice, employees are able to customize benefits to meet their needs and thus feel they are getting more out of the program. Of course, an essential component of employee appreciation is communicating the program properly so employees can fully understand what they have and how to make the best use of it.

Closely tied to choice and employee satisfaction is being able to meet the differing needs of distinct employee groups. Anyone who follows employee demographics knows that the workforce is changing and the traditional family with one working spouse is disappearing quickly. More minorities are entering the workforce and age is becoming an issue as the dominant "baby boom" generation gets older. Employees are also becoming more mobile, more willing to switch employers or even occupations. At one time, the norm was to retire from the company you originally went to work for. Another relatively new entrant into the workforce is the single parent with an entirely different set of needs, one of the most important being childcare. Dual income families present another consideration when structuring programs, as duplication of certain benefits may result in additional and unnecessary costs. Yet another group, the part-time employee, is becoming more prevalent, bringing new issues to light, such as which benefits should be offered and how to keep the program equitable for all employees.

When considering recruiting efforts, employee retention and the various costs associated with turnover, it is clear that a favorable compensation program which includes a strong benefits package can be beneficial. It may not be easy to put a price tag on many of the variables, such as productivity, training or even all of the various costs associated with offering benefits, but a program that employees appreciate and favor can go a long way towards fighting some of the employee turnover costs.

A final, and very important, reason for offering cafeteria plans is cost. As stated earlier, a cafeteria plan allows benefits to be "purchased" with pretax dollars. This inherent savings can be used to help deliver the news to employees that they are going to have to start picking up their fair share of the tab when confronted with higher costs. With medical costs increasing as they have, some companies have turned to flexible programs as a means of

dealing with some of these costs. By instituting various insurance options, copays and deductibles, some of the increases can be shifted to the employee while allowing some degree of choice, so employees can decide which course of action they wish to take.

TYPES OF BENEFITS

Some of the choices available in cafeteria plans include medical, dental, vision, life and disability insurance, vacation and dependent care. Many of these are found in traditional or nonflexible plans, but it is the structure of these benefits that sets the plans apart. Regarding medical insurance, differences exist between traditional offerings, HMOs and PPOs, as well as among the deductibles and premiums employees must pay. An organization may offer life and disability insurance for the employee, dependents of the employee, or both. Dependent care can also be classified into two distinct groups: Childcare and eldercare. Another option within a cafeteria plan is the 401(k) savings program. These 401(k)s are also known as "Cash or Deferred Arrangements" or salary reduction savings programs. Most people are familiar with the term "401(k)" and the fact that they operate as an individual retirement savings vehicle. These 401(k) plans, while found within cafeteria benefits programs, may also be offered as a savings vehicle on their own, or are often found as a portion of another retirement savings vehicle, for example, a profit sharing plan.

PLAN STRUCTURES

Knowing some of the reasons for implementing a cafeteria plan and some of the options, you may question what types of plan structures are available. Some plans offer a cost-sharing arrangement between the employer and the employee, whereby the employer does not provide a benefit unless the employee elects to pay his/her portion. Another variation is a choice between cash or a benefit, with the employee always receiving an equivalent value. An example is where an employee might have a choice of receiving cash or an additional week of vacation. Bundled packages of benefits comprise another program structure. With this, the employer may group certain benefits together and offer three or four groupings with different coverages, or levels of coverages, while each one has the same overall value. For example, one package may have a greater amount of medical coverage and lower levels of other benefits such as dental, life, etc., while a second package might have less medical, but more dental, life, etc. A true flexible program would allow a certain dollar or credit amount that could be spent on myriad available

choices. Because of the administrative complexities, communication difficulties and additional costs involved, there are not very many of these total flex programs. Another type of program employers can offer, either with or without these other variations, is the flexible spending account, also known as the reimbursement account. These allow for either employer contributions, or employee contributions on a pretax basis, where the employee uses the money to pay for certain health or dependent care expenses which would otherwise not be covered under the program. Reimbursement to the employee (of eligible expenses) is made on a pretax basis, which explains the desirability of this type of arrangement. An example is reimbursement of medical deductibles and coinsurance that employees are required to pay out-of-pocket otherwise not covered under the core benefit program.

COST

I have not seen any conclusive evidence either supporting or refuting the cost savings of cafeteria plans versus traditional plans. Some arguments against flexible plans are that they are very cumbersome to implement, administer and communicate, thereby creating additional cost. Another argument against these plans is that of adverse selection. This occurs when employees choose only the benefits they will use, thereby driving up the costs of those benefits. Employers can hold the line on costs by determining in advance how much they will spend on benefits, by instituting higher copays and deductibles for employees and by implementing reimbursement accounts. For medical coverage, employers may add HMO and PPO options or institute a utilization review program as a cost control measure. As stated earlier, I don't know how anyone can discern the true cost effectiveness of a flexible plan versus a traditional benefits program without taking into account certain variables which are often too difficult to measure (such as reduction in turnover, or increased satisfaction and productivity due to the cafeteria plan).

Citizens Insurance Company of America offers a comprehensive benefits program designed to take advantage of favorable tax legislation under Section 125. To help keep overall plan costs at a more reasonable level for the company, we have a cost sharing arrangement, with the employer paying the major portion of the cost. Employees pay for their portion of the coverages they select with pretax dollars and they are also able to take advantage of reimbursement accounts for both health care expenses and dependent care expenses. The core benefits choices include: Medical insurance with a choice between an indemnity plan and an HMO, dental insurance, life insurance and disability insurance. We also have a 401(k) savings program, but this is not a portion of the cafeteria plan. In addition, the company provides two

retirement plans, which makes for a comprehensive offering of benefits.

In light of ever-increasing costs and the desire to provide a progressive program which will meet the needs of current employees while considering demographics of future workers, we are currently doing an extensive review of our benefits program and investigating alternatives which will help meet our objectives.

IMPLEMENTATION

If you are considering implementing a cafeteria plan in the near future, or are just reviewing your current program, the complexity of employee benefits today warrants the assistance of a qualified benefits professional or benefits consulting service for whatever endeavor you wish to undertake. A specialist in this area, working with ample company and employee data, can help formulate viable solutions which are in line with company objectives. A specialist can also help ensure your plan is complying with various legislative and tax issues. In this instance, the additional investment in a specialist can prove its worth in the long run by reducing or eliminating the potential for costly mistakes.

One of your first steps should be to review benefits as they are currently offered. An employee survey might be beneficial to help determine the success of your program and may bring new issues to light that haven't been considered. When reviewing current benefits, it's possible the program may be meeting all objectives and not require any change. If there is a problem area, be sure to try to identify whether the problem is with the benefit(s), or with a related issue, such as lack of proper communication. If you decide to proceed, the greater the amount of available data at your disposal, the more clearly you can define goals in line with the objectives you wish to achieve. Considerations include your current employee demographics, your organization's size and whether there are union and nonunion employees. Consider competition as well as projections for your business and the industry as a whole. You should also know how much the organization currently spends on benefits, as well as rate structures.

Another important consideration is available

technology. Technology not only helps determine the ease of assimilating current data, but will also address such issues as whether the plan will be administered internally or externally, and if internally, whether there will be room for any new software. Assuming the need for automation is there, will the software be purchased from a vendor or developed internally?

COMMUNICATION

How will the plan be communicated? This is important for any program to be effective, whether it is the current program or a proposed one. Proper communication can educate employees as well as enhance their appreciation of what the organization provides. Communication should help employees avoid poor choices and avoid additional cost, but employees would make their own final decisions. The medium used to communicate will probably be determined by the number and location of employees, as well as available communication sources.

The most important issue: Know what you want to accomplish. Do you want to reduce cost, increase employee satisfaction or possibly improve your position among competitors by providing a better recruiting tool? In any event, a specific goal is the only way to achieve desired results.

Once implemented, don't forget to follow up constantly in order to measure the effectiveness of the plan. By monitoring the program, you can make necessary adjustments in a timely manner and create a structure that better suits those for whom it was created.

The employee benefits arena has never been so complex or exciting—exciting for demented individuals such as myself, who have chosen to work with benefits. The obstacles and strategies that abound provide a constantly changing arena in which to operate. One of these strategies, the cafeteria plan, has proven that it is worthy of consideration, especially when taking into account its ability to deal with change.



“Know what you want to accomplish. Do you want to reduce cost, increase employee satisfaction or possibly improve your position among competitors by providing a better recruiting tool? In any event, a specific goal is the only way to achieve desired results.”

Neil Hineman is the benefit plans analyst for Citizens Insurance Company of America in Howell, Michigan.

Crisis Management

An environmental or technological disaster could happen to any organization. Are you prepared to deal with this possibility? Here is a discussion of how you can arm your organization with an ongoing business resumption plan.

by Cynthia M. Brown, editorial assistant



Dale Shafer, vice president, Pacific Service Employee Association (PSEA) of Pacific Gas and Electric (PG&E) in San Francisco, California, played a vital role in getting his company back to business after the October 17, 1989 earthquake which shook the San Francisco Bay area and registered 7.1 on the Richter Scale.

Shafer was away from his hometown when the quake hit. He was camping in Northwestern Colorado with his son. Excited about his home team playing in the world series, Dale's son decided to make the five-mile hike to the car to listen to the third game of the series on the car radio. Since he turned on the radio at 4:59 p.m., he listened to five minutes of the game before he heard the announcers describe an incredible earthquake which triggered fires, collapsed bridges and swallowed buildings. After hearing of the intensity of the quake, Dale's son quickly made the five-mile hike back to his father to tell him about the disaster. After returning to the car, Shafer and his son spent the next four hours looking for a place civilized enough to have a phone. Although all the phone lines were down in the area surrounding his hometown, Shafer was able to reach his family's designated out-of-town contact, his mom. It was not until 12:00 a.m. that Shafer's mom confirmed that his wife was safe and was staying overnight in Los Angeles.

Anxious to estimate the damage done to his hometown, Shafer drove 24 hours back to San Francisco. Once there, he discovered his worksite had been termed "uninhabitable." With all the phone lines down and electricity out, Shafer had to rely on his company's own pony express mail system to hand-deliver messages to his employees at their homes, informing them of a designated temporary worksite. A fourth of Shafer's staff, responsible for running the company's credit union, met at the new location the second day after the quake.

Their first concern was to get emergency loans to those employees needing them. After setting up this phase, Shafer's staff set up a task force to venture into the field to help restore the homes of employees who were repairing public gas lines away from their homes.

Shafer's company set up three alternative locations. This spread 27,000 employees over 94,000 square miles. Many of the employees were moved to Sacramento, another PG&E property, to set up an office. Shafer became responsible for finding a way to get employees to this location 100 miles away. He rented vans and established a pickup point for employees. This is where many employees began their one and a half hour commute to the new location.

Besides setting up transportation, Shafer had to act

quickly to distribute emergency loans to employees and to update them constantly on the transportation system and the restoration process. Shafer feels that in this crisis situation, his most important role was to provide psychological assistance to PG&E employees and to his own staff.

In his temporary office, Shafer and his staff held daily group sessions in which they listened to the problems coworkers were facing. Some had left their families back in San Francisco while they worked in Sacramento; many were concerned about their loved ones. Tired from their long workdays, many were also overwhelmed by the long recovery process ahead of them. "The counseling was one of the best things we did," says Shafer, who adds, "It brought us closer."

Shafer and his organization had only just begun developing a disaster plan. For him, developing an emergency preparedness plan was on-the-job-training. He says that, immediately following the earthquake, "Nobody knew where to go or who to contact." Now, in his new office, 10 miles away from the original office termed "uninhabitable" after the quake, Shafer has begun developing an emergency business resumption plan, based on his knowledge of what can go wrong in an emergency situation.

ES&R managers can make a difference before, during and after a natural/technological disaster by implementing a crisis management program which develops and promotes an ongoing emergency business resumption plan. Regardless of your geographical location, your organization is vulnerable to at least one type of disaster, be it earthquake, flood, hurricane, fire, blizzard, technological disaster, etc., which can be devastating to your organization's operations. An emergency business resumption plan can help protect employees, facilities, inventory and data. A well developed plan will also make provisions for security and help ensure swift business resumption. By developing such a plan, ES&R managers can not only strengthen their organization's ability to better recover from a disaster, but they can also strengthen their organization's routine operations. "The process of assessing the vulnerability of an organization and developing a survival strategy forces managers and employees to reflect on important issues, identify key roles, coordinate tasks and learn skills that help them in everyday business operations," reports *Networks: Earthquake Preparedness News*.¹

Developing an emergency business resumption plan involves concentrating on three phases of action: 1) Preparedness and mitigation, 2) response and 3) recovery.²

PREPAREDNESS AND MITIGATION

This phase involves preparing an organization's human resources, physical components and outside clients for survival and action during a crisis.

At this phase, begin to develop employee education and awareness programs. Many organizations have compiled extensive emergency information guidebooks for their employees. In addition to such guidebooks, Chevron Corporation in California has developed emergency preparedness seminars for employees and will be placing step-by-step emergency instructions near every employee's phone. For many organizations, educating employees about emergency procedures involves informing them of safe behavior in each type of disaster, practicing evacuation/shelter procedures, teaching them survival techniques (including CPR and First Aid) and explaining emergency communication procedures. It's also important for employees to understand the importance of preparing a home emergency plan which includes establishing an out-of-state third party family members can call to report their safety. In an emergency when only public phones have been restored to service, it is easier to make an out-of-state call than it is to make a local call in the affected area. Shafer emphasizes the importance of a home emergency plan. "Employees cannot work for others if they are worried about their own [families]." Many ES&R managers are already directly involved in administering employee safety programs. They use newsletters, seminars, posters and several other vehicles to remind employees of these procedures. However, this is only one aspect of preparing your organization to continue service after a disaster.

Besides educating employees about proper procedures, ES&R managers need to have experts assess the vulnerability of the physical aspects of their organizations. Buildings need to be examined for their structural soundness and hazardous structures need to be strengthened.³ Within the operating areas, bookshelves and other equipment should be positioned strategically for the natural disasters which affect your area. Windows should be equipped with safety glass or covered with protective film, or in the event of a hurricane, boarded.⁴ Your facilities should also be equipped with the proper amount of fire extinguishers, sprinkler systems, exits and survival kits. The survival kits should include bottled water, food, blankets, flashlights and other helpful battery-operated items and additional materials, Shafer suggests. When examining your organization's facilities, try to prevent any damage a disaster may cause to people, equipment and inventory.

After examining your facilities, evaluate your organization's operations. Determine what your organization absolutely needs to keep operating and determine how you will get facilities, supplies, funds, data and machines during a crisis.⁵ Prepare a branch office or another building to serve as a temporary alternative worksite in case your current worksite is inaccessible. Then, create effective ways to transport employees to that worksite. To have access to such resources, you must also make provisions for receiving emergency funds quickly.⁶ Be sure your organization is properly insured for recovery

in the case of an emergency. Store insurance papers, credit letters and other sources with your valuable documents in a safe place. Also, be prepared to begin the proper procedure for gaining state, local and federal emergency aid.⁷

A major part of restoring operations involves access to important documents. In anticipation of any natural or technological disaster, all organizations should practice a records duplication procedure which includes storing records at an off-site location. Shafer says that with his new emergency plan, he has already begun developing a contract with another organization with a similar mainframe to lease space on their computer hard disk and to lease workstations for an emergency staff. "This way, when an emergency occurs, we can use this out-of-disaster area to continue operations," says Shafer. He adds that his organization is beginning to store one copy of each type of company form and procedural guidelines for each position along with emergency phone numbers and teams' addresses on this vital computer space. Without access to such records, your organization will lose valuable recovery time. An effective plan involves installing special features to the organization's computer facility and equipment to protect it from such mishaps.

Although an organization's bottom line will be directly affected by its recovery time, ES&R managers should, for the safety of their employees, see to it that their emergency business resumption plan includes clearly defined guidelines and procedures for immediately halting any processes which could threaten employees and general public safety during a crisis period.⁸

While ES&R managers must plan extensively for inside operations to continue, they must also establish procedures with outsiders as well. This includes making agreements with vendors and suppliers to assure service will continue despite obstacles. For example, if your ES&R department is responsible for food services and your employees are stranded in the organization's facilities, you need to know your vendors will continue to deliver food.

Preparing to work with outsiders also includes utilizing the media. Establish communication procedures between your organization's departments and your public relations representative so that s/he can provide quick, accurate information about your organization's status. The media will also allow you to inform the public when your services will resume.

The preparedness phase involves educating employees, assessing your organizations' structures and operations and placing safety features inside and outside the organization.

RESPONSE

In addition to establishing crisis precautions, ES&R managers must define clear response procedures to help direct employees' reactions during an emergency situation.

For example, employees in many departments should be trained to administer CPR and First Aid properly. An effective plan delegates responsibility for notifying the authorities and for providing emergency power for critical operations and emergency equipment. ES&R managers need to identify employees' skills and develop teams to make temporary repairs of machinery and structures as well as electrical, computer and telephone systems.⁹

When planning for the response phase of action, remember communication is vital. Spreading incorrect information can intensify an emergency situation. Control rumors by using strategically positioned and prepared generator-powered public announcement speakers, battery-operated walkie-talkies and other communication vehicles to inform employees of hazard warnings, instructions and announcements. Employees must also be updated constantly about the status of all lifelines, emergency services and damages. They also need access to counseling systems, whether formal or informal. While emphasizing communication, also encourage group support. Developing communication procedures for emergency information and for support systems must be a priority in any crisis strategy.

Plan to use effective communication procedures to get employees to safe places, whether by evacuating the building or by directing employees to proper shelter. By now, your employees should be well aware of these procedures; however, some companies have designated department leaders to guide employees who may not be thinking clearly during a hectic time. Just as evacuation procedures should be clearly defined, so should reentry procedures. Be sure the proper authorities examine the structure before allowing employees to return. Reentry will not be allowable in all situations. As you anticipate the worst, make provisions for emergency employee housing, food and nonmedical needs for the first 72 hours after a disaster.¹⁰

While establishing procedures for protecting your employees immediately, you also need to make provisions for protecting your organization's facilities and operations. Designate employees to activate security procedures and to secure vital records and documents.

The response phase focuses on procedures to be performed immediately after a crisis takes place.

RECOVERY

Once a disaster has struck and you've confirmed the safety of your employees, your next concern is to get back to business. The recovery phase focuses on restoring your facilities and operations.

Begin by designating employees to conduct a damage survey of your facilities. Then, develop guidelines for assessing survey results, including when relocation is necessary and when reentry is safe. Prepare yourself to

handle both situations: A move and a cleanup. If you expect to resume operations at the same location, expect to engage in a huge cleanup effort. Many natural disasters will leave their victims in a devastating state. For example, Fred Meda, general golf course superintendent for Myrtle Beach International, which operates a 54-hole golf complex, reported to *Nation's Business*, "We had about 600 trees down on three golf courses, but we were determined to reestablish golf here as quickly as possible."¹¹ Again, anticipate the worst happening to your organization and outline your strategy and your backup strategy for repairing it. Plan to call in contractors to help you organize and supervise a reconstruction process.¹² Also, don't underestimate the power of your employees. They, too, can substantially help restore your facility. According to Meda, "In a situation like this, you find out which employees are dedicated. We had a full maintenance crew on the job by 10 o'clock the morning after the storm. We had our west course reopened two days after Hugo, and we were in full operation within 10 days."¹³ To help direct employees' volunteer efforts, designate an employee as a full-time coordinator for volunteer relief efforts.

Strive to restore operations as quickly as possible. Of course, for an organization to operate, it is essential to have key personnel. Develop a strategy for ensuring that key personnel report to the designated worksite. Then, make provisions for restoring damaged utility systems as much as possible and prepare to implement a system to control those accessing company facilities.¹⁴

Vendors must be among those reaching your organization. While part of the response phase involves ensuring vendors will continue service, the recovery phase involves a backup of this plan. A natural disaster may make it impossible for some vendors to reach your facility. Therefore, you must identify alternative vendors to provide essential supplies and replacement parts.¹⁵ To prepare for this, you may wish to store lists of alternative suppliers with your vital documents.

Besides making provisions for maintaining contact with vendors, you must also maintain contact with the media. Urge the media to inform the public quickly of your service hours, location of operations and any changes in procedures.

So far, many aspects of creating a successful emergency business resumption plan involve developing procedures for responding to short-term needs. However, after a disaster you must plan to develop long-range goals to completely reestablish the function of the organization. This includes developing goals for long-term recovery of operations and, perhaps, for improving operations as you replace damaged equipment, facilities, etc. Make sure you plan to evaluate what has happened to your organization and how you reacted. Then, incorporate any changes you may have to your emergency preparedness plan and include ongoing emergency preparedness recovery and reconstruction as part of your organization's functions.

CONCLUSION

An organization's operations can be thrown into a state of confusion after a natural or technological disaster. However, those organizations which practice crisis management by developing emergency business resumption plans are more prepared to react to a crisis situation and to begin its recovery phase. Such a plan will educate employees and managers of the proper action to take during a crisis. Therefore, some of the unnecessary panic caused by a disaster can be reduced.

ES&R managers can have a profound effect on employees by preparing them for a crisis, responding to employees' needs during a crisis and by guiding employees through recovering from a disaster. Implementing an emergency resumption plan also allows the ES&R manager not only to strengthen his/her organization's ability to serve its employees and the community during and after a crisis, but also to strengthen the organization's routine operations.

If you are just beginning to develop your organization's emergency business resumption plan, Dale Shafer suggests you follow the steps outlined here and also "get advice from someone in the planning business and then adapt their advice to your organization."



FOOTNOTES

- ¹ Bay Area Regional Earthquake Preparedness Project, "Networks: Earthquake Preparedness News," Vol. 4, No. 2., Summer 1989, p. 2.
- ^{2,3} Bay Area Regional Earthquake Preparedness Project, "Business and Industry Earthquake Preparedness Checklist," p. 1.
- ⁴ Federal Emergency Management Agency, "In Time of Emergency: A Citizen's Handbook," October, 1985, p. 13.
- ⁵ Bay Area Project, "Checklist," p. 1.
- ^{6,7} Mary McElveen, *Nation's Business*, "How Firms Coped After Hugo," April 1990, p. 41.
- ⁸ Bay Area Project, "Checklist," p. 2.
- ⁹ *Nation's Business*, p.42.
- ¹⁰ Bay Area Project, "Checklist," p. 2.
- ^{11, 12, 13} *Nation's Business*, pp. 41-42.
- ^{14, 15} Bay Area Project, "Checklist," p. 2.

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A 'Capital' Conference

A review of the 49th Annual NESRA Conference & Exhibit

*by Elizabeth D. Martinet, editor
photos courtesy of Qualex, Inc.
Alexandria, VA*

Complex workplace issues...drugs in the workplace...working with volunteers...creating new programs...gaining management support...wellness issues. The employee services and recreation manager is faced with the opportunity, or the challenge, to create programming for a more diverse group of employees than ever. In order to learn about new trends, make new acquaintances and gain the information necessary to justify, expand, or implement new or improved ES&R programming, NESRA members gathered at the 49th Annual NESRA Conference and Exhibit, held at the Hyatt Regency, Crystal City in Arlington, VA, May 16-20, 1990.

The sessions were designed with the diverse needs of the ES&R manager in mind. Attendees could choose from a wide range of educational sessions and strategy exchanges, or they could attend the sessions the employee store track or the new health track had to offer. NESRA chapter leaders and administrators had the opportunity to network and create new solutions to common challenges at the Regional Breakfast, the Chapter Presidents'

Luncheon, the Chapter Management Seminar or the Chapter Administrators' Session.

Attendees could further enhance their conference experience by attending one of the continuing education sessions. "Fitness Into the '90s" took attendees to the National Institutes of Health, where experts told them about new trends in health and wellness. "Power and Influence for the Employee Services Manager" offered ideas to help delegates educate their bosses about the value of their positions and increase their visibility as essential components of workplace success.

First-timers attended an orientation session to prepare them for the high-energy pace of the conference. First-timers and returning delegates alike then embarked on the path of learning how to "Capitalize Their Assets" at the conference.

In keeping with the spirit of Washington, D.C., the Armed Forces Honor Guard presented the colors at the Opening Session. What followed was an exciting array of sessions, networking, one of the most highly represented exhibit halls, an awards luncheon and entertainment to complete the spirit of the conference.

Here's a look at some of those activities.

GENERAL SESSIONS

Ann McLaughlin, former Secretary of Labor, challenged attendees to 'manage' employee assets, to help make employees be the best workers they can. She noted, "All the technology in the world...won't be any good if we don't have trained, healthy, motivated people." She emphasized four key elements of changes in the workplace: The 'demographic handwriting on the wall,' the surge of complexity, the challenges facing employers in dealing with new recruits and the educational dilemma facing workers and employers alike.

The demographic handwriting has actually been legible for quite some time, McLaughlin noted. She stated the following: According to a Department of Labor Study of 14 industries, "Demand for blue collar labor was declining in 93 percent of those industries; demand for professional, managerial or technical skills was rising in 86 percent."

Foreign competition and domestic deregulation have added to the complexity of the workplace, witnessed in the level of mergers, restructurings, etc.-

McLaughlin pointed out a major trend in workforce composition: "Gone are the days where adult, white males make up the business mainstream." Instead, employers are faced with the need to recruit a diverse group of people, which has caused management to reevaluate its recruiting practices. Because organizations must attract a wider range of employees with diverse skills, backgrounds and cultures, "Those that know how to recruit, train and retrain employees will remain competitive."

Organizations are also challenged to deal with an unsatisfactory educational system. These trends and changes in the workplace mean that ES&R managers must create programming to handle these issues, such as workforce diversity training; programs to keep morale up, should an organization go through a restructuring; programs which help develop leadership; programs which help employees, as mentioned before, be the best workers they can.

On a final note, McLaughlin gave conference attendees the drive to "begin with an assertion of will; the determination to do what is necessary" to educate America's workers so they are able to meet the demands of a complex, information-oriented, global business structure.

The general sessions helped give attendees the information they needed to take back to the workplace. Marc A. Rabinoff, Ph.D., Associate Dean, School of Professional Studies at Metropolitan State College, devoted a concurrent session and a strategy exchange session to inform attendees that fitness and recreation programming can be "Risky Business." Through his discussion of the need for common sense and an acceptable standard of care in activity or facility programming; and illustrations of the different forms of liability, he left attendees with this

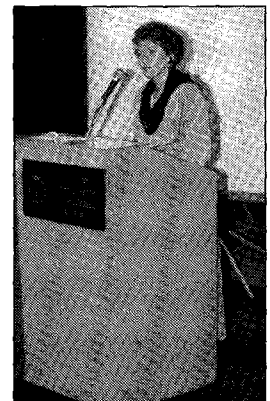
sobering thought: "Anyone can be sued by anybody, anytime, anywhere for anything."

Rabinoff maintained that, while most ES&R managers or facility managers do, in fact, adhere to some standard of care, risk audits are a good idea for these managers to have implemented to ascertain potential problems and to suggest ways to reduce the liability risks inherent in recreation programming or facility maintenance and use.

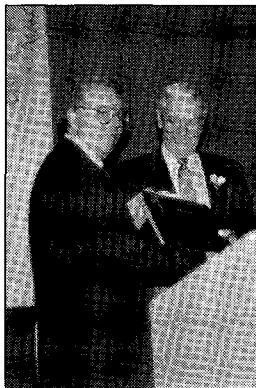
As volunteerism is such an essential component of employee services and recreation programming, Katie Heidrich, Ph.D., president of CenterPoint Management, Inc. and author of the soon-to-be-released book entitled "Working With Volunteers in Employee Services and Recreation Programming," educated attendees about "The Three R's of

Volunteerism." Jeff McCall of Xerox Corporation Recreation Association in Leesburg, Virginia said, "Dr. Heidrich covered everything I needed to know about volunteerism. She offered some great ideas about how to recognize volunteers. I'm definitely using the information she gave me in my volunteer programming."

Dr. Heidrich stressed effective methods for recruiting, training, supervising and recognizing volunteers. One of her major points was that supervising volunteers is like coaching—NOT bossing. She offered insight into what motivates volunteers, including the desire to gain experience and self-knowledge; for achievement; to meet the expectations of others; for socialization; to reciprocate for past services or pay in advance for future services; to help others; for



Dynamic speakers and special presentations lent an air of authority and excitement to the conference. Upper left: The Armed Forces Honor Guard presents the colors at the Opening Ceremony. Middle: Speaker Ann McLaughlin prepares to deliver her keynote address. Right: Katie Heidrich, Ph.D., discusses ways to recruit, train and retain volunteers. Left: Marc A. Rabinoff, Ph.D., cautions attendees about program liability issues. Bottom left: The employee store strategy exchange session allowed attendees to discuss crucial store issues.



The NESRA awards program enables members to recognize their peers and learn from their achievements. The Management Luncheon allowed members to take time out from their conference schedules to formally honor these individuals. Far left: John E. Fisher (r), general chairman and CEO of Nationwide Insurance Company, accepts the 1990 Employer of the Year award from President Randy Schools.



Middle: Conference Chairman Pete DeFranco (r) proudly displays his Distinguished Service Award with President Randy Schools. Right: Art Conrad accepts a donation for the NESRA Education and Research Foundation from Sue Potter on behalf of Nationwide Insurance Company. Left: At the President's Dinner/Dance, Past President Bob Crunstedt (l) accepts thanks from President Randy Schools for his hard work and dedication to NESRA, while feature entertainer Norm Crosby (r) applauds.

recognition; to fill leisure time; for self-expression; to express specific interest in a cause or activity. She offered ways for ES&R managers to use this knowledge to help create a mutually beneficial arrangement between volunteers and their supervisors.

In order to offer the best products and discount services available, conference attendees could wander through the exhibit hall. Don Anderson of Connecticut Telso in North Haven, Connecticut, said, "I attend the conference to meet new vendors and see what new products are available." The exhibit hall provided just that atmosphere: Whether they were trying to win door prizes, munching on snacks at the deli lunch, saying 'hello' to acquaintances or making new contacts and gathering folders full of information, attendees could learn about the great products and services NESRA Associate Members offer.

On an entirely different note, in order for ES&R managers to practice the team-building exercises they preach and to give them new ideas for games, Robin Greenfield, new games specialist, hosted a session entitled "Ice Breakers/New Games." Whether

attendees were trying to keep a balloon up while others were trying to knock it down or performing an "Ooh, Eeh, Ah" exercise, attendees had the chance to make more acquaintances, relax a bit from the fast-paced education sessions and enjoy themselves while getting new ideas for their own programs.

HEALTH TRACK

Stress. It's not a new word, definitely not a new concept. But because the ES&R manager is responsible for dealing with stress on two levels—in creating programming to help employees cope with their stress and in handling their own stressors—the first session of NESRA's new health track at the conference was entitled, "Stress and the Employee Services Professional."

Richard Bradley, president of Creative Stress Management, discussed the causes, symptoms and long-term effects of this potentially harmful 'disease.' He pointed out what one can do to help alleviate stress, whether one is a 'Type A' personality (characterized by being

ambitious, aggressive, restless) or a 'Type B' personality (characterized by not being driven by the clock, less competitive, more recreation-oriented).

Bradley described an 11-step plan delegates can use to ease the tensions of stress and to help employees ease their stress as well. The steps include engaging in physical activity; sharing the stress by talking to someone; knowing limitations by recognizing what is, and is not, controllable; getting enough rest and eating well; making time for fun; and a few other healthy steps to reducing the effects of stress. Phyllis E. Kytel, administrator for the service division, human resources for Picker International said, "Just attending this session relieved a lot of my stress."

Bradley emphasized the basics of reversing the effects of stress on the individual: Eat less fat; do more aerobic exercise; reduce stress.

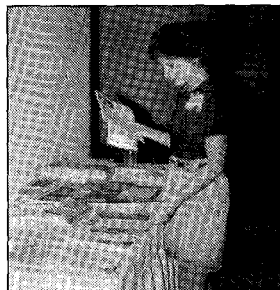
If anything, this simplified stress-reduction program points out the essential ingredient facing those who promote wellness in the workplace: The solution is simple. Implementing and making a concerted effort to alter an employee's lifestyle is incredibly complicated.

Further complicating matters is the fact that 10 percent of the population is addicted to some chemical substance. Chip Berson, a representative for the Bradford Group, pointed out that alcohol is the 'drug' of choice, but that nicotine is the number one drug killer in the country. Further, he noted that 16 percent of the employee population are active addicts or *will be* active addicts and that six times the number of people die of chemical dependency as die from AIDS. These are very sobering thoughts indeed.

How can attendees provide programs for employees who are chemically addicted? Why are these issues being handled in the workplace? Berson pointed out that the workplace is the most important place. If an employee has a chemical addiction, no one questions that their performance is not the best. What's worse, though, is that toxic effects on brain and hand-eye coordination are worse in between uses of the chemical substance. Attendees learned about the need to provide programming, both for the addictive employees and for the employee pool at large. First, the ES&R manager must view, and then teach others to view, chemical dependency as a disease of lifestyle. He pointed out that alcoholics and heart attack victims should have an equal shot at keeping their jobs. Because the workplace is the number one place for health insurance, he noted that delegates must raise people's consciousness about the seriousness of the disease.

Berson backed up his discussion with the following bottom-line information. A company usually invests around \$20,000, not counting salary, to train a person. The average cost of chemical dependency treatment is \$10,000; studies show that employees come back from treatment as more productive, better employees. Therefore, the costs of helping an employee deal with a chemical dependency problem are less than the costs of losing the employee and hiring a new one. If a company can invest in helping the

Right: Associate Member Representative Mary Lou Antista presents Randy Gerber and his associates from Universal Studios with the award for Best of Show at the President's Dinner/Dance.



Conference attendee Barb Faso peruses the Swap Shop materials.



NESRA Executive Director Pat Stinson (l) and Conference Chairman Pete DeFranco discuss the activities of the day.

employees it has become chemically-free, productive individuals, it has accomplished two things: The employee learns how to manage his/her lifestyle without chemicals and other employees learn that the company supports them and will help them, too. It is up to the ES&R manager to try to convince management of the seriousness of this problem and the need to go beyond 'drug testing' into an aggressive approach to helping employees overcome their addictions.

ES&R managers aren't just dealing with chemically-dependent, stressed-out people, though. They must create programs that appeal to all sectors of the employee population, programs which help them live to age 65 and beyond. York Onnen, director of program development for the President's Council of Physical Fitness and Sports, showed delegates the components of a healthy lifestyle in his session, "Fitness Vitality in the American Workplace." He discussed the elements which determine a person's longevity and quality of life: Medical care, heredity, environment and lifestyle. Further, he mentioned that attendees need the following to

encourage employee vitality:

- Access to a facility—the opportunity of activity should be a right.
- Bottom-line results which compare health care factors and medical costs between the inactive and the active employee. This is essential in gaining management's support of ES&R programming.
- Equal opportunity for all employees to participate in fitness programs; avoid a hierarchy which distinguishes between who can or cannot participate.

Onnen also discussed trends in workplace promotion and the need to develop an employee support system. Attendees should provide the information and offer the expertise necessary to help people make their own decisions and integrate physical activity into their day-to-day routine, for the good of the employee and the organization.

The health track was further enhanced with a strategy exchange session dealing with using nonprofit organizations to expand health promotion and wellness in the workplace and in the community. Representatives from the American Heart Association, American Cancer

Society and United Way pointed out that wellness programs go beyond an annual health fair. ES&R managers can supplement their wellness programming by using the educational materials and expertise available through nonprofit organizations such as these, or by finding ways to help employees become involved in the community. Further, Dr. Bob Goldman, founder of the High Technology Fitness Research Institute, showed attendees how to evaluate fitness equipment.

EMPLOYEE STORE TRACK

To address employee store managers' needs, the conference also

offered an employee store track complete with sessions and strategy exchanges to help them learn more about issues relevant to them, such as the points to consider in starting up an employee store; the importance of customer service; merchandising and promoting techniques; employee store security; and a strategy exchange so attendees could network and discuss common issues in employee store management.

One of the most highly-rated sessions at the conference dealt with employee store issues. Diana Greeves, director of customer service for the Hecht Company, discussed "Customer Service." Her talk motivated attendees to offer the best service possible and provided ideas for improving customer service. In her session she pointed out the

following two essential points:

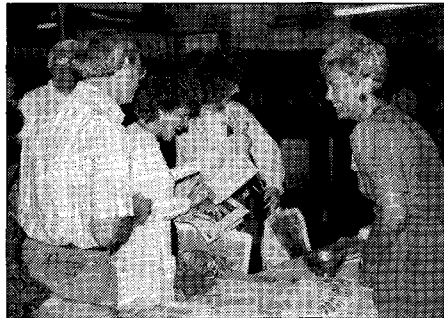
- 1) The customer is always right.
- 2) If you think the customer is wrong, see number one.

Greeves also discussed the following:

- Courtesy is very important.
- Knowledge. Know your products and be able to speak with authority. If you don't know an answer to a customer's question, find out.
- Efficiency speaks for itself.
- Ease. It should be easy for a customer to visit the store and make a purchase.
- Honesty is the best policy.

Sandra Wies, supervisor of the employee store at Ralston Purina Company and chairman of the "Negotiating with Suppliers" segment of the employee store strategy exchange, offered a unique perspective of what the strategy exchange sessions accomplished. She said, "I learned a lot from the other people. The strategy exchange was very interactive." Attendees also gained much from the strategy exchange, discussing issues such as "Starting from the Ground Up," "Justifying Your Existence," "Special Promotions" and "Computerization."

The exhibit hall encouraged attendees to meet new associate members, greet familiar ones and to have a great time. Right: Jo Ann Jose (r) of the Las Vegas Convention and Visitors Authority discusses all Las Vegas—site of the 1990 Annual NESRA Conference and Exhibit—has to offer. Middle left: Two conference attendees proudly display their exhibit hall door prizes.

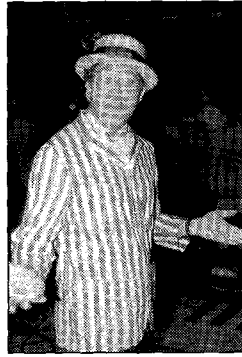


Middle right: These gentlemen gaze at the walrus, wondering whether they will win it as a door prize. Right: After wandering through the exhibit hall, these conference attendees relax with their bags full of information.



MANAGEMENT LUNCHEON

In addition to providing attendees with a wide range of educational sessions, strategy exchanges and a great exhibit hall, attendees also had the chance to celebrate the accomplishments of their peers at the Management Luncheon. During the Luncheon, NESRA honored those ES&R managers who had achieved their CESRA or RVESRA certification. Awards Chairman Jim Urick recognized the winners of the 1990 national awards program. Master of Ceremonies Ed Bruno acknowledged those chapters, organizations and individuals who made contributions to further the cause of the NESRA Education and Research Foundation. The highest



The Capital Carnival brought an element of fun and nostalgia to the conference. Far left: Attendees could dress up, lip-sync to their favorite songs and then receive a videotape of the 'group.' Left: The Carnival Crier amused attendees as he announced various activities.



Attendees enjoyed dancing to "The Admirals" at the President's Dinner.



Entertainer Norm Crosby, President Randy Schools and his wife, Barbara, enjoy a chuckle together.

honor was given to John E. Fisher, general chairman and CEO of Nationwide Insurance Company in Columbus, Ohio, as 1990 Employer of the Year. Finally, to award him for his long-term dedication to NESRA and for chairing two conferences, Conference Chairman Pete DeFranco received the Distinguished Service Award.

The luncheon served as an excellent example of how far ES&R programming can go; attendees could learn from the examples of their peers—a most valuable role model in a diverse field.

ENTERTAINMENT

During the day, attendees could pick and choose from among sessions and strategy exchanges relevant to their positions or their personal interests. After digesting all that information and visiting the exhibit hall to meet with suppliers from among NESRA's Associate Members, attendees and exhibitors alike could pick and choose from among the

many entertainment options offered. One of the most talked-about activities was the Capital Carnival on Thursday, hosted by Fun Services. Attendees visited a 'real' carnival, complete with striped tents, popcorn, cotton candy and prizes galore. A carnival 'crier' attracted groups to different tents. Attendees could have their fortunes told, they could play a piano like the one in the movie, "Big," or they could visit a mock-rock studio where they could lip-sync to their favorite song and receive a videotape of the "group."

The pinnacle of the conference was the President's Dinner/Dance. A special part of the evening included a salute to Past President Bob Crunstedt, as NESRA President Randy Schools thanked Bob for his hard work and dedication to the association. Norm Crosby, feature entertainer of the evening, made us all laugh as he told stories in his unique, "misnomer" sort of way. Attendees felt they had found a friend in Crosby and posed for pictures with him as a remembrance of the evening. The band, "The Admirals," received rave reviews, as attendees learned how to

do the "Electric Slide" and danced to popular tunes from the '50s to the present.

Sunday, attendees were surprised at the closing brunch when a one-man-band delighted them with Irish jigs and folk tunes.

NESRA President Randy Schools summed up the conference best when he said, "The key to success is balance, and that's our job: Balance." Educational sessions, strategy exchanges, awards to honor the hard work of peers and associates and quality entertainment provided a balance of programming to provide attendees with the information they needed to return, energetic and revitalized, to their workplaces.

If you did not take advantage of this opportunity to network among your peers and learn about the issues relevant to your unique position as an ES&R manager, you have the opportunity to do so next year, as NESRA celebrates its 50th anniversary with "Pride and Progress" at the 50th Annual NESRA Conference and Exhibit, The Mirage Hotel, Las Vegas, Nevada, April 28 to May 2, 1991.

In an era of electronic voice mail, automatic teller transactions and computer-generated correspondence, what do employees who patronize your company store want? Customer service! Real, live, personal service that affirms these people as valued customers and gives them the feeling that they are important. And they are.

Customer Service:

What Your Employee Store Customers Really Want

The success of your employee store depends on how well you treat your customers. Florida Power Corporation's Employee Services Employee Store handles about \$1 million annually. We wouldn't be as successful as we are without a staff that excels in rendering good customer service.

Because you rely on your company's employees to be repeat customers, you must treat them right every time or you'll never see them again.

People who operate employee stores should review the level of customer service provided by their staff regularly to ensure the right level of customer service is being maintained consistently.

Here are some guidelines you can follow to offer the best customer service possible.

by Duncan Marks

YOUR STORE'S SERVICE PHILOSOPHY

Your store's customer service philosophy may be encapsulated in a mission statement that addresses why your store was developed, who your customers are and your customer service standards, such as:

- Welcoming Customers
 - Greet every customer by first name (if known) or "Sir/Madam."
 - Acknowledge each customer within one minute of entering store.

- Provide sincere hospitality to make customers feel welcome.
- Be enthusiastic.
- Telephone Etiquette
 - Answer telephones by the third ring. Answer, "Employee Store," your name, and, "May I help you?"
 - Check back with callers every two minutes so they are not left on hold.
 - Conduct personal calls only when customers are not present.
- Complaint Resolution
 - Resolve customers' complaints in person or by the store manager within one business day.
 - Acknowledge customers' suggestions/requests for service within two business days.
- Staff Dress Code
 - Dress in appropriate business attire or company logo merchandise as directed.
 - Maintain professional grooming/appearance while on duty.
 - Consume food or drinks only when customers are not present.

MOTIVATING STAFF

The staff of your employee store will make or break your operation. They should be selected carefully, trained well and provided with adequate equipment, display and storage space to get the job done.

With this in mind, treat your staff as you would your customers. Your staff wants to be treated with respect; use their names when addressing them; ask for their opinions regularly.

No one can be happy working in a sweatshop for low pay with a supervisor who practices an "if you don't like it here, leave" style of management. One indicator of such a style: A poster hanging behind the supervisor's desk depicting a 2,000 pound gorilla with the caption, "When I want your opinion, I'll beat it out of

you.” No way is this supervisor going to want to hear an employee’s suggestion for better customer service.

Train your staff to conduct transactions correctly the first time. Proper training is the key. Staffers may have to be educated on how to be polite and speak courteously to customers; this leads to taking pride in the level of service they render. Role playing, with staffers putting themselves in the customer’s shoes, can be of value if the end result is that the staff understands “why we do what we do and the way we do it.” The training should emphasize you are service professionals who show enthusiasm for serving others.

To avoid burnout, the staff must realize that giving good service must be a personal value adhered to even under difficult circumstances. Not every sales transaction will go smoothly, but it is important for the staff person to believe that s/he has rendered the best service possible. Sometimes saying, “Sorry, we can’t help you,” and suggesting another store can be good customer service.

The most challenging job of the employee store manager is to motivate the staff so they can render good customer service. Here are some ways to accomplish this:

- Broaden job responsibilities. Get the staff involved in selecting and ordering merchandise.
- Remove rote work. Do we really need this much paperwork?
- Bring employees into the decision-making process. Since the employee store exists to serve the employees, employee store decisions should include the staff’s input.
- Send employees on break and work the desk yourself. There is no better way to show the staff how to treat a customer. Make customers feel welcome, comfortable and respected. To the customer, a \$5 sales transaction is just as important as a \$50 one. People want to receive attention or they will shop elsewhere.
- Hold monthly sales meetings. Discuss how well you served your

customers. Define customer expectations and examine your store’s operational limits regularly.

CUSTOMER SERVICE/ CUSTOMER LOYALTY

Good customer service leads to happy customers and happier staffers; poor customer service results in angry customers, complaints and low staff morale. It’s tempting to slip into the “if you don’t like it, lump it” mentality when you are the only place selling your company’s logo items. That attitude, though, will lead you into more trouble than just low sales volume.

Employees remember who gives them service that meets or exceeds their expectations; your staff should consciously work on developing customer loyalty, because keeping customers is easier than developing new ones. Loyalty means more purchases, new business referrals and customers who may pay higher prices to get the level of service they want.


The following ideas can help your store customers feel welcome and special:

- Take along a customer’s filled order and deliver it to him/her in person if you are on your way to another department and can stop by. This personal touch makes the employee feel very important.
- Call or send a note to an employee’s spouse 30 days ahead of the employee’s birthday to remind him/her of the event.
- When customer orders will be back ordered, call the employee and tell them when you will be expecting the delivery.
- Offer personalization/customization service if you have the right vendor to do the job. It adds a nice touch to your operation.
- Survey your employee customers. Sandy Quattrin, a retail consultant who presented the seminar “Starting One Up” at The 49th Annual NESRA

Conference and Exhibit, emphasized stores must have a customer orientation. Each store must understand the needs of its customers and then satisfy them. Sandy says that one of the best places to get feedback from your customers is at the point of sale, where you can ask for suggestions on what they would like you to carry. In fact, Quattrin recommends displaying comment cards at the register which ask customers to make merchandise suggestions.

- Investigate modifying your store’s operation by taking fax or computer orders.

CONCLUSION

Good, consistent customer service leads to a successful employee store. Staffers must understand the value customers place on service. The staff must be friendly and personable. They must strive to exceed customers’ expectations. All this must happen within the first few moments the customer enters the employee store ready to make a purchase. 

Duncan Marks, president of the Tampa Bay/Suncoast chapter of NESRA, is the manager of employee services for Florida Power Corporation in St. Petersburg, Florida.

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How well a person "feels" may not reflect at all how well a person actually "is." Wellness is a mixture of an individual's perception and fact. Nutrition, however, is another matter. The way in which we nurture our bodies directly affects our day-to-day well-being, our productivity on the job and our future health.

Wellness is a familiar theme at Hughes Aircraft Company in Tucson, Arizona. The company has invested a

great deal of time and money to create a healthy

workplace, to increase morale, and to encourage a personal commitment to healthy lifestyle choices. The focus is on whole body wellness, and the company is committed to providing its employees with healthy, nutritious food and information about healthy lifestyle choices.

Some of the activities we have provided to encourage our employees to make nutritious choices include:

- Heart At Work, a program from the American Heart Association;
- Weight Watchers At Work program;
- Electronic "do-it-yourself" scales and blood pressure machines;
- Membership in the industry-based Wellness Council of Tucson;
- Special promotions;
- Lunch 'N Learn Seminars;
- Nutritious cafeteria and vending machine selections.

To provide a better understanding of how some of these activities affect the health and nutrition of our employees, a more detailed explanation follows.

HEART AT WORK

Any employer who wishes to implement the program at their workplace may request a resource package of material from the American Heart Association for a

nominal charge. The package covers five basic topics: Exercise, Smoking, Signals and Actions, High Blood Pressure and Nutrition. Each topic is broken down into low, medium or high levels of emphasis so employees can choose the level of involvement they prefer. On several occasions, we have implemented all five topics at some level of activity. One of the most effective programs at Hughes-Tucson was the Nutrition module.

Working closely with our cafeteria manager and their dietician, a "Healthy Heart" food service line was initiated during the Heart-At-Work campaign. It was so successful it remains today. The fresh fruit salad bar, stir-fry vegetables, broiled fish and chicken meet the American Heart Association's National Healthy Heart Standards.

THE "AT WORK" PROGRAM

We hold our At Work program regularly in 10-week sessions at our plant site. Our manufacturing facility is outside of Tucson proper so employees spend a great deal of time traveling to and from work. Hughes provides the meeting room, inner-office advertising and convenience of holding Weight Watchers meetings on-site. Meetings can be held either before work, during the lunch hour or after work. The Fast And Flexible Program offers our At Work members a flexible food program, an optional exercise plan and a self-management plan, all for weight loss and weight control. An important part of the At Work meeting is the group support from fellow coworkers and peers. The specially-trained At Work Program Leader, a Weight Watchers success story, is armed with proven techniques to overcome the after-work dilemma, cope with coffee

Wellness in the Workplace

Here is a description of the wellness programs Hughes Aircraft Company in Tucson, Arizona offers its employees.

by Vernie Rennels

Though trips are based around cycle touring, the destination should have additional cultural and recreational attractions your employees can enjoy. This is particularly important for people who may not have an equal interest in cycling or for someone who wants a "day off" from the group activities.

Make sure to ask the tour operator detailed questions about area sightseeing and alternative activities; match these with the needs of your group. Don't send a group looking for night life and shopping on a tour of country inns (or vice-versa). The final destination decision is easy if your initial questionnaire delves into personal interests as well as cycling experience and general fitness levels.

TOUR LENGTH, DATES & PAYMENTS

Once you have learned your group's needs, your choices are limited by the travel distance involved and the number of days of the tour. The longer the flight, the longer the tour should be to compensate, both for the additional cost of the flight and the time spent traveling.

If travel time is over one to two hours, the tour length should extend beyond the weekend. Travel industry statistics show a trend toward more "long weekend" vacations, so your initial questionnaire should include a choice of something in the four-to-five day range. This length works well with any flight within the continental U.S., or a ground trip of less than five to six hours.

Usual deadlines for final payment are 45-60 days before the first day of the tour. Obviously, you'll need to give participants an even earlier deadline so you can collect the necessary funds and pay all deposits on time. The touring company will probably also require a deposit well before the final payment deadline, which will only be refundable to the

extent that the operator can recover the funds from his contracts at the destination.

PROMOTION

No matter how exciting the destination and trip, it's going to take a well-planned effort on your part to fill the group. The tour operator should provide you with brochures and other materials on the tour and the destination: Disseminate these to your employees through every means available. Don't forget employee meals, special meetings, paycheck envelopes, mailboxes and bulletin boards.

Talk to the tour company and see if they'll make a special presentation. They should at least be able to send you slides or a video on the destination to help you make an effective presentation.

Let everyone know up front what the deposit and final payment deadlines are and don't be afraid to remind them! If they want to go, it's your job to make sure the money gets in on time. It might be possible to arrange a vacation payment plan through the payroll office.

EASY ANSWERS

Do I have to be a real bike rider to go? No. Anyone with a moderate fitness level (one hour of exercise, three times a week) will have no trouble completing the usual 20-25 miles a day. Several short bicycle outings or exercise sessions in the few weeks before the trip will enhance the enjoyment level. The trip commitment is a great motivator for an overall fitness program! Work with your tour operator to match the ride distances with the fitness level of your group.

What do I pack? The tour operator will provide a packing list


that will cover all clothing needs, cycling and otherwise.

Am I going to have to carry all my gear in a heavy pack? Though some hear "bicycle trip" and visualize a pack-laden human donkey, this is a far cry from reality. If the ride doesn't return to the same overnight accommodations, the tour company will provide vans and guides to carry the luggage. The vans serve as daily "sagwagons" and offer lifts to anyone that tires out early. They also take care of any possible mechanical problems.

What do I do if I don't have a great bike? Most tour companies include high quality touring bikes in the package. This avoids the hassle of traveling with a bike, though some more serious cyclists may prefer to bring their own bikes. Note that most airlines do charge extra for bikes.

CONCLUSION

A vacation package based around cycling is a fun and healthy way to improve participation in employee travel programs. An upcoming trip of this type is a great motivator for individual fitness plans as well.

Though it requires some legwork on your part to find a reputable bicycle tour company, get the word out to employees and handle the internal details, the payoff is a great trip for everybody. 

Chris Gutowsky is president of Two-Wheel Tours International in Bloomington, Indiana.

New Associate Member Offerings

CALIFORNIA CUSTOM DESIGN

127 Press Ln.
Chula Vista, CA 92010
(619) 476-0200
(800) 426-7475
Contact: Alma Pink

California Custom Design, family owned and operated since 1978, offers custom screen printed/embroidered sportswear. The company features complete in-house art and printing departments and eight color automated presses. NESRA members are offered a special garment and printing discount program along with free screens.

CROWN CRUISE LINE

2790 N. Federal Hwy.
Boca Raton, FL 33431
(407) 394-7450
Contact: Ruth M. Young

Crown Cruise Line offers NESRA members 20 percent off published tariff rate for selected categories on Motor Vessel (M/V) Crown Del Mar, 15 percent off published tariff rate on M/V Viking Princess and 20 percent off published tariff rate on the M/V Crown Diver and M/V Crown Islander.

EDUTEK CORP.

246 Westchester Ave.
P.O. Box 1387
Port Chester, NY 10573
(800) 637-9737
Contact: John Louvitakis

EduTek Corp. gives NESRA members the opportunity to save \$800 on

Grolier's *Academic American Encyclopedia* vol. 21 for 6th grade readers through adults. This encyclopedia retails for \$1,199; however, the NESRA price is \$399. This company also offers *The New Book of Knowledge* vol. 20 for elementary school readers for \$399, a \$550 savings from the retail price.

FLORAVISION, INC.

20 Page Dr.
Suite 5
P.O. Box 1792
Pinehurst, NC 28374
(919) 295-2162
Contact: William L. Glass
Jan Clair

Floravision, Inc. is a service company providing premium quality floral products worldwide. Known as "America's Business Florist," the company enables individuals and business clients to send flowers by phone or fax, 24 hours a day, anywhere in the world. NESRA members receive a 10 percent discount.

HAPPY DISCOUNT PLANS

4919 Tussic Rd.
Westerville, OH 43081
(800) 798-2594
(614) 882-2594
Contact: Howard Cherry

Happy Discount Plans offers a no-cost national eyecare program that entitles employees and their families to eyewear products at verifiable wholesale prices from eyewear centers nearest their home or office. Average savings is 55 percent. The company also offers 50 percent savings on hotel/motels nationwide and other services. Call for more information.

HOLIDAY INN LAKE BUENA VISTA

13351 State Rd. 535
P.O. Box 22362
Lake Buena Vista, FL 32830
(407) 239-4500
Contact: Peggy Palmer

The Holiday Inn Lake Buena Vista is a new family resort hotel, located a half mile from Walt Disney World and within walking distance from the Walt Disney World Shopping Village. It offers complimentary transportation to all three Disney Parks: Epcot Center, Magic Kingdom and Disney MGM Studios. NESRA members can receive discounts from 20 percent off room rates. Call any reservationist or Peggy Palmer for details.

HOWARD JOHNSON FRANCHISE SYSTEMS, INC.

710 Route 46 West
Fairfield, NJ 07007
(201) 256-9030
Contact: Mary De Bonis

Howard Johnson is committed to providing guests with a wide range of quality, real-value lodging and meeting accommodations at over 400 hotels, suites and lodges throughout North America, Puerto Rico, Mexico and the Bahamas. As part of that commitment, we are offering a special 10 percent discount off regular rates at participating properties.

MEDIEVAL TIMES DINNER & TOURNAMENT

149 Polito Ave.
P.O. Box 327
Lyndhurst, NJ 07071
(201) 933-3352
(800) 828-2945
Contact: Debora Kenny

Medieval Times Dinner &

Tournament offers NESRA members a \$2 savings off regular admission, up to 10 percent on group rates on a journey back to the year 1093 inside an 11th century European style castle. Feast on a banquet dinner while watching daring knights on horseback jousting and sword fighting.

PARLAY INT'L

5900 Hollis St. #Q
Emeryville, CA 94608
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Contact: William A. Remas

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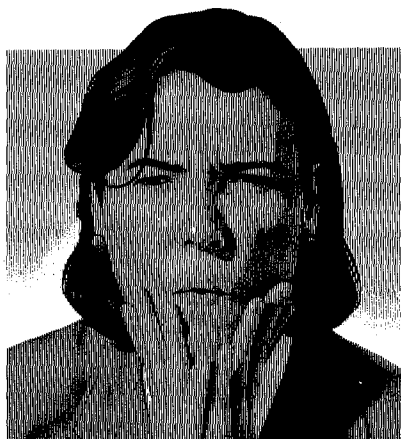
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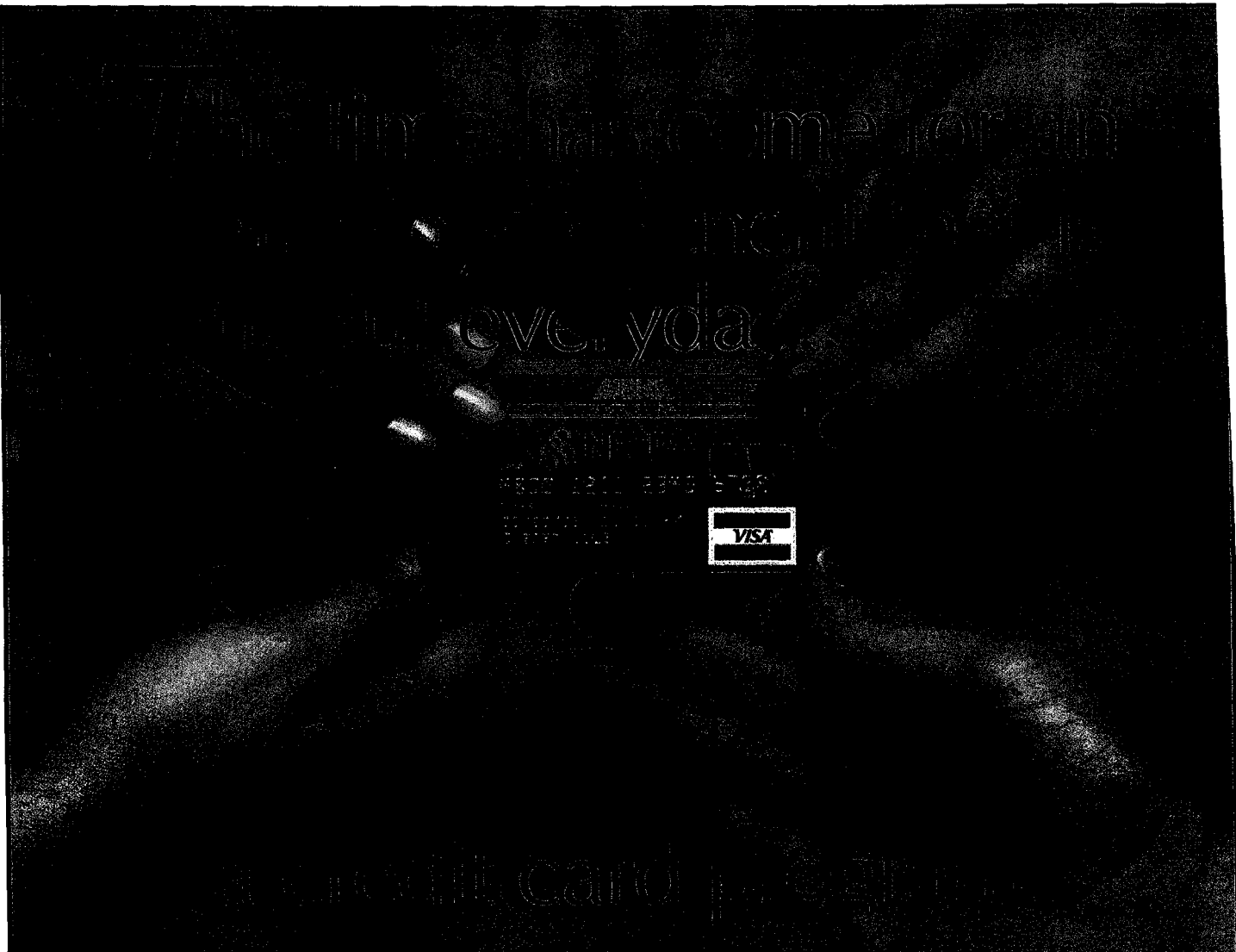
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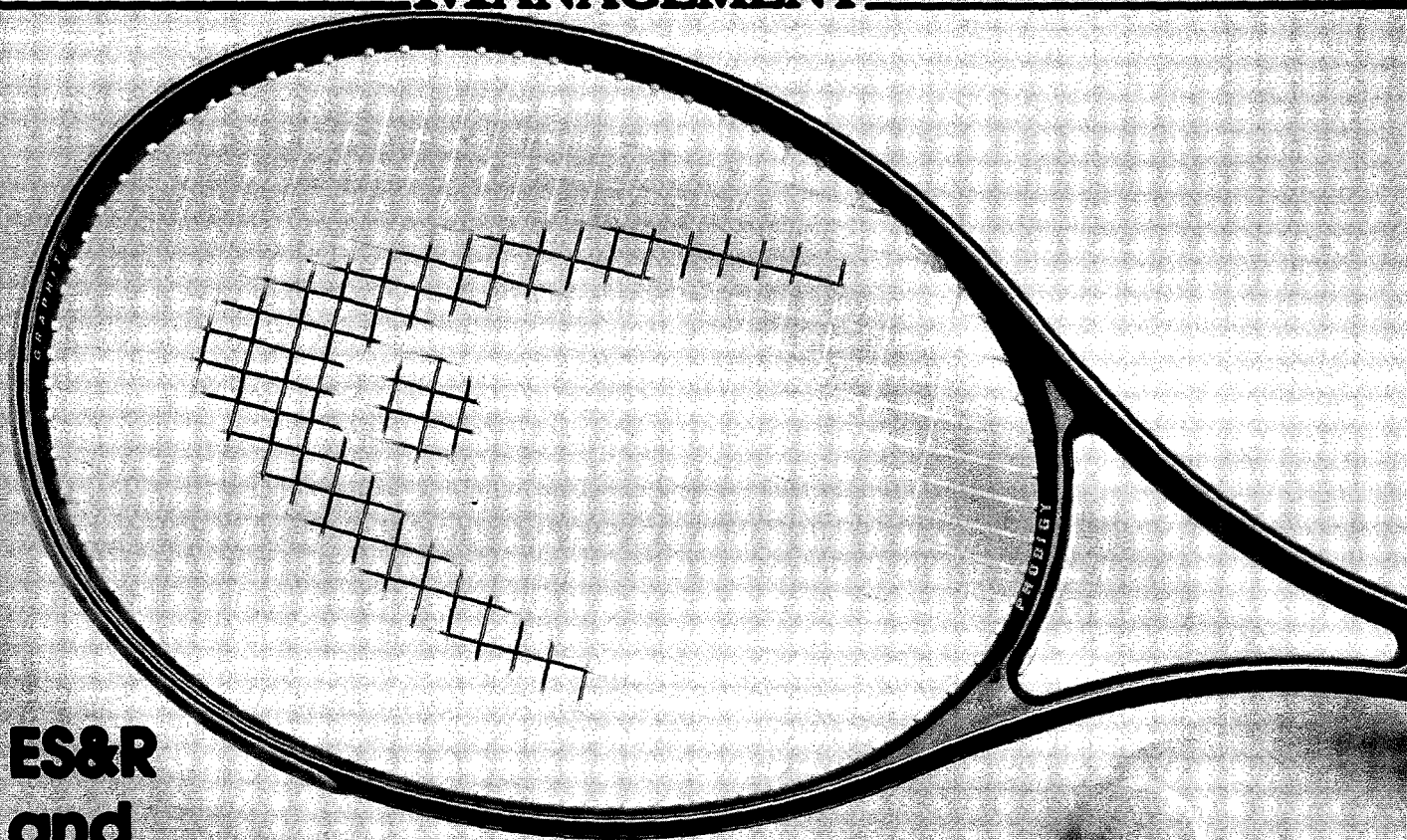
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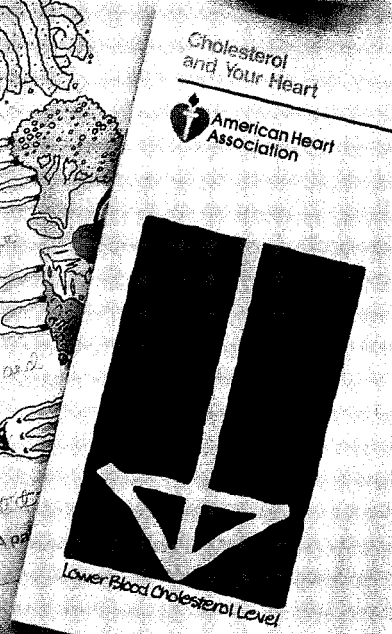
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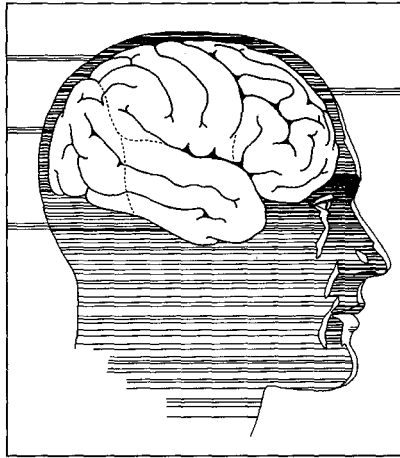
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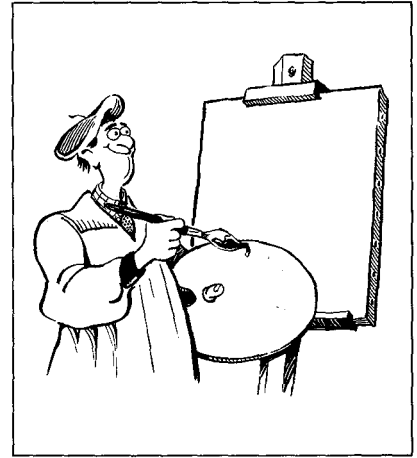
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Carpal Tunnel Syndrome

Do your work activities require repetitive hand movements? If so, take precautions at work and during recreational activities to avoid developing Carpal Tunnel Syndrome, suggests *Executive Edge*.

Carpal Tunnel Syndrome (CTS) affects one in 10 Americans, leaving some without the use of their hands. It is prevalent among computer operators, typists and others who perform repetitive hand movements.

Some of the symptoms of this disease include intermittent numbness, pain, weakness, or a tingling "pins-and-needles" sensation in the thumb, index and/or middle finger. CTS occurs when the tendons, bones or ligaments in the wrist press against the median nerve, "short-circuiting" it. This nerve is the major pathway for nerve impulses to wrist, fingers and thumbs, which stimulates hand power and provides sensation to the thumb side of the palm. If the symptoms are not treated, the pain (which usually occurs at night) can spread to the elbow, upper arm and shoulder. The continuous short-circuiting of this nerve can lead to stopping the flow of nutrients to the nerve, causing the fingers to lose their feeling. Some people lose the use of their hands entirely.

While some treatment options are surgery or cortisone injections, the most common treatment is to immobilize the wrist with a forearm splint.

Besides work, there are other factors involved in developing this disease. Females are twice as likely as men to get CTS; pregnant women are at even higher risks because of their increased fluid retention. Others susceptible to this condition include those with arthritis, diabetes or thyroid problems.

Those who already perform high

risk jobs should take special precautions when playing.

- Runners should avoid clenching or squeezing their hands while running and carrying hand weights.
- Weight lifters should avoid wrapping their wrists too tightly, since the straps can cause swelling and make hands stiff. However, the straps can be used as great reminders to keep your wrists straight.
- Aerobicizers should use lighter hand-held weights rather than heavier ones to avoid stressing the wrist.
- Machine users, specifically stair climbers, should avoid leaning on the handrails during increased speeds. This places the wrist in an unnatural position. Be aware that the continuous flexing and extending of the wrist on stationary bicycles and rowers can aggravate CTS symptoms.
- Racket users should practice proper gripping and wrist position when playing to protect themselves from CTS. Racquetball players should avoid crashing into walls to hit the ball. Using your wrists to soften your body's hit stresses the hands.

Developing symptoms associated with CTS does not necessarily mean you have CTS. If you notice such symptoms, seek the diagnosis and treatment of a physician.

Ibuprofen Cautions

Over-the-counter pain relievers containing ibuprofen may seriously aggravate mild kidney problems in some people, reports *Insight*.

According to a study in the *Annals of Internal Medicine*, some people with preexisting kidney, liver or heart disease may trigger acute kidney failure by taking ibuprofen. This drug works by interfering with a substance in the body that promotes inflammation.

During the study, 12 women with

high blood pressure, arthritis and mild kidney disease were given double the maximum daily dose of 1,200 milligrams of ibuprofen. Of these subjects, three developed kidney failure after one week. After they stopped taking the drug, they returned to normal.

Then, those three women were given the maximum daily dose. Two experienced repeated kidney failure. Again, once they stopped taking the drug, they returned to normal. After the other women received the drug, they experienced changes in kidney function, but not complete dysfunction.

Meeting Eldercare Needs

Half of the U.S. population will be 75 or older by the turn of the century, reports *Crain's Chicago Business*.

As the number of elderly increase, the number of those who can care for them will decrease, because more of the elderly's relatives are entering the workforce—dual-career couples, single parents and women.

Now, between 20 and 30 percent of workers need to arrange care for elderly family members. If the workplace doesn't take measures to address this need, organizations will suffer from increased job stress among employees, increased absenteeism and decreased productivity.

Employees are finding that arranging for eldercare involves sorting through many services on their own—often during working hours. Employees are securing medical and nursing care, transportation, day care, housekeeping and even personal finance services.

Some companies are beginning to help employees meet these needs by

offering referral programs. Other companies are granting employees time to deal with these needs by offering flextime schedules and unpaid leave for as long as three years.

A Chicago-based computer company provides a referral service which offers employees assistance in assessing their dependent care needs in addition to educational materials and personalized referrals to service providers. At this company, this service is available to about 6,500 employees; 65 have taken advantage of it. Realizing the value of the eldercare program, the company has earmarked \$3 million over the next five years for eldercare programs.

Other workplaces offer employees eldercare programs which include seminars, written materials, referral services and a newsletter devoted to the care of dependent relatives.

Even if a company does not offer

these services, employees can contact outside referral agencies which might offer specific services for elderly people, such as prepared meals, money management and analysis of insurance coverage.

American Youths' Values

What do American Youths want out of life? Do they want to have two cars or do they want opportunities to help others?

Recent research indicates American youths have become much more materialistic and far less idealistic since the mid 1970s, reports *USA Today*.

Researchers recently presented two complementary analyses which drew on annual surveys of high school seniors and of college freshmen,

conducted by the University of California, Los Angeles.

Researchers at the University of Southern California reported that "a lifestyle of more goods and more leisure has increased substantially since 1976." More youths consider it extremely important to have at least two cars, the latest clothes, a high-quality stereo and a vacation home.

Fewer think it is important to "help others," "correct social and economic inequalities" or "develop a meaningful philosophy of life."

What do these youths want for their children? They want their children to have more opportunities and more possessions than they do. From 1976-1986, 15 percent fewer high school seniors believe fathers need to spend more time with their kids and 27 percent fewer believe mothers should.

In terms of corporate career plans, there appear to be few differences



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between the sexes. Females, like males, are also voicing their aspirations for high-paying, prestigious jobs and administrative responsibility over others. In 1986 for example, the difference between males and females who said they would like to work for a large corporation was nominal: 28 percent of the males and 26 percent of the females.

Senior Discounts Decline

As the population ages, senior citizen discounts are likely to become a rarity, according to Jean Kinsey, an agricultural economist for the University of Minnesota's Agricultural Experiment Station. The economist bases her theory on results from a 1987 study of 400 Minnesota businesses, in which she found businesses with the lowest percentage of senior customers were most likely to offer discounts to them.

"On the basis of these findings, we think that as an increasing proportion of the population becomes senior citizens, we will be less likely to see discounts extended to them," Kinsey adds.

Kinsey also found that urban retailers were three times more likely than their rural counterparts to offer discounts, that chain stores are more likely to offer discounts and that business owners tended to offer discounts to build loyalty.

Homey Hotels

A popular segment of the hotel industry is extended-stay hotels, which resemble apartments rather than conventional hotels, reports *Insight*.

Marketed for those needing accommodations for lengthy periods, each unit within a complex contains

its own outside entrance, living room, bedroom and fully equipped kitchen. Many also have a fireplace.

Consumers are not only attracted to the homey layout of the units, but also to the amenities available in such hotels.

For example, when guests of one particular hotel return to their unit, they find a bowl of candy on the coffee table and a basket of goodies, with coffee and microwave popcorn in the kitchen. They'll also find a "Welcome Home" note, written by the manager, on the refrigerator.

The average guest stays 13 days; many guests are heavy travelers who average 25 trips a year. These people don't want to come back to a conventional hotel, they want to come back to all the comforts of home.

Travel experts expect the extended-stay market to grow about 35 percent annually into the 1990s.

In their efforts to make guests feel at home, some extended-stay hotels regularly host cocktail hours or chess competitions in clubroom-style lobbies and outdoor barbecues to encourage guests to mingle.

Job Security Rapidly Declining

Many major companies are continuing to move away from corporate paternalism and are placing greater emphasis on employee self-sufficiency, according to a new Conference Board report.

In a new survey of 216 major U.S. manufacturing and service firms, at least half say they now have only "business/financial" relationships with their employees. These firms are preparing for a new breed of workers who will have far less job security than in the past and will plan their careers accordingly.

Few executives now rank the promise of job security as an important recruitment incentive and only 20 percent believe there will be an increased emphasis on it in the

future. Companies are facing risks with this policy, however.

As firms trimmed their workforce during the 1980s, many employees responded by suing for wrongful discharge. Some 80 percent of all surveyed firms report such suits. One-third say that their incidence has increased during the past five years.

"In the contentious workplace of the 1980s, corporate sensitivity to the wrongful discharge issue increased dramatically," says Kay Troy, senior research associate at The Conference Board. "Employers want employees to understand that better compensation and continued employment are dependent on increased productivity, competitiveness and profitability gains. Employment is more at will than ever before."

In the 1990s, priorities for recruitment incentives are shifting due to the changing dynamics of the workforce.

The most dramatic change is the emphasis on work/family policies, such as parental leave or childcare assistance. While only about 15 percent of respondents consider such incentives to be highly important today, nearly 70 percent expect work/family policies to become more important in the next few years.

Employers also predict flexible work schedules and flexible benefits plans will be among the most important recruitment incentives in the next few years, rivaling such traditional incentives as challenging work and opportunities for advancement.

"Many employers will find themselves competing to recruit and retain qualified, well-trained employees from a dwindling supply of workers," says Troy. "These workforce changes mean that companies will not only emphasize new recruitment incentives but also will reexamine the employer/employee relationship, and actively manage the workforce."

More than 90 percent of responding service firms anticipate workforce

shortages in the 1990s, as do 80 percent of manufacturers. About 20 percent of responding firms are currently examining their employment needs to determine workforce strategies for the 1990s, while 60 percent express plans to begin workforce planning in the next two to three years.

Although the most popular methods for managing workforce changes are traditional ones, such as use of purchased services (temporary workers, consultants, etc.) and internal employee transfer policies, at least one-third are experimenting with other approaches. In addition to flexible work practices (job sharing, flexible hours, etc.) and use of internal pools of employees, these include targeted turnover and phased retirement incentives.

Targeted turnover is when firms make a thorough review of job performance and dismiss less

productive employees, rotate or automate jobs, or offer early retirement. Almost 70 percent of respondents are investigating or will consider this option in the near future.

Phased retirement incentives allow employees to reduce the number of hours worked over a period of time prior to retirement. Some 60 percent of respondents may adopt this practice in the future.

Since employees in the future are less likely to plan lifetime careers with just one company and few firms plan to make promises of job security, one incentive that companies might offer new recruits is portability in their pension and benefit packages. This would enable an employee to transfer a pension and continue benefits coverage through a career spanning several companies.

Although 70 percent of respondents give pension/benefits portability a low ranking as a highly important

incentive at this time, about 30 percent of companies expect its importance to increase in the future.

Women Business Owners

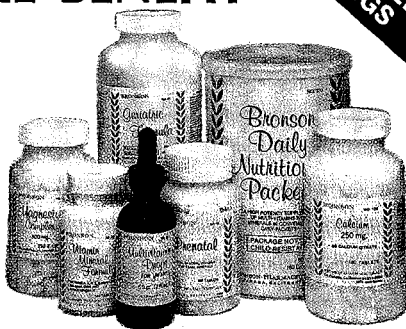
Women business owners say they tend to address work issues differently than men, reports *Nation's Business*.

For example, they tend to place value on employees based on whether or not they are productive, not by how many hours they put in. Women business owners are developing strategies for themselves and their employees to achieve a balance between work and personal life. "We equate the 100-hour work week with insanity," says one female owner of a prominent public relations firm.

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When it comes to measuring success, women business owners not only evaluate growth and profit, but they also evaluate the quality of products and services and the quality of the work environment.

Women business owners offer employees more flexibility, granting them flextime, multiple career ladders and more vacation time. In some cases, women allow employees on maternity leave to have a computer at home to keep them in touch with work.

A consultant has noticed that among her clients, women have a "humanizing element" in their business. Women are more likely than men to try to achieve a consensus in making decisions, while men are more likely to make "top down" decisions. One consultant says that among her clients, women are more relationship-oriented, while men tend to focus on the bottom-line. She also says women frequently "take the emotional temperatures" of their companies.

Women's approaches may be better for business because they lead to less burnout and more productivity. Since women business owners are noted for hiring more women and more minorities, they have a significant

leadership role as they manage an increasingly diverse workforce.

Standing Affects Pregnant Women

To decrease the risk of preterm delivery, companies should not only educate women on prenatal care but also reduce the time pregnant women stand on the job, reports *Good Health Digest*.

Women who stand in one position for long periods of time are at an increased risk of having a preterm delivery. In a recent study, researchers studied 1,206 pregnant women's standing habits. Study results show that although standing may cause an early delivery, it does not affect birth weight. Researchers defined preterm delivery as birth less than 37 weeks and low birth weight as less than 5-1/2 lbs.

Among the participants, 15 percent stood for more than three hours a day, 44 percent had jobs requiring continuous or intermittent walking with a wide range of motion and 41 percent were sedentary, with less than one hour of standing and active motion on the job.

Although researchers don't know why standing increases preterm delivery, they do know that it is associated with increased maternal pulse, lowered blood pressure and increased fetal heart rate.

The Return of Train Travel

Once popular, luxury trains are making a comeback, reports *The Wall Street Journal*.

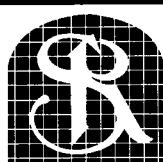
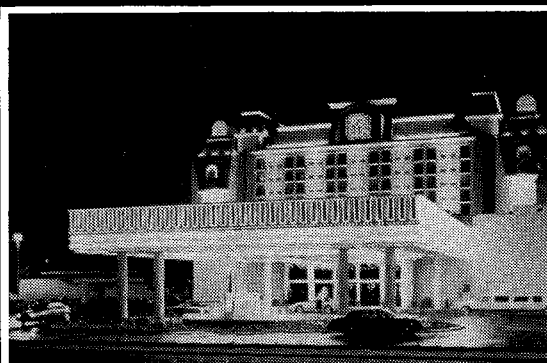
American-European Express now offers refurbished cars linked to Amtrak's Capitol Limited for overnight runs between Washington and Chicago.

Princess Railtours also features a luxury service on domed cars attached to Amtrak's Coast Starlight between Oakland and Los Angeles.

This trend is catching on and Amtrak is negotiating similar operations for Los Angeles-Las Vegas and San Jose-Reno.

There are also plans for fine dining and theater cars that, in essence, go nowhere.

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ES&R and EAPs: Working Together for Employee Well-Being



In response to employee needs, employee assistance programs (EAPs) have expanded their services to include health promotion, dependent care and employment services in addition to employee alcohol and substance abuse. This article describes the diverse EAP structure and illustrates the employee services and recreation manager's role in assuring employees receive the services they need.

*by Richard E. Miller, Ed.D., and
Ronald Ribaric*

A common expression by specialists in employee assistance programs (EAPs) is: "If you have seen one EAP, you have seen one EAP." Put another way, EAPs have assorted functions and diverse structures. Modern-day EAPs, which address a spectrum of mental and physical concerns, evolved from occupational alcoholism programs. Back in 1942, E.I. duPont de Nemours and Company initiated a program in which employees thought to be alcoholics were referred by the medical director to Alcoholics Anonymous. Today, some EAPs remain primarily focused on alcohol and substance abuse; however, most are broad-based—providing assistance to employees troubled by stress, domestic difficulties, marital

conflicts, financial concerns, physical limitations and so forth.

The EAP structure comprises three general categories: In-house, out-of-house or some kind of combination thereof. An in-house program has staff providing services to the organization that employs it. An out-of-house program consists of services contracted from an EAP provider, although in most arrangements, the client company coordinates the program internally. Many large work organizations, especially those with multisite operations, have some kind of in-house and out-of-house composite.

Over the years, EAPs have expanded their service

delivery and have inadvertently overlapped into other employee health services. For instance, some companies responding to the AIDS concern have expected their EAPs to mount educational and counseling services for employees. In other work organizations, however, this responsibility may fall under the purview of occupational health services. Stress management services may be an EAP assignment in one workplace, yet a wellness initiative in another setting. There are some EAPs which stage special events, arrange company-wide training programs, and administrate a dependent care referral service—some of the very responsibilities of employee services and recreation (ES&R) programming.

Presently, ES&R specialists have been demonstrating skills and abilities instrumental in establishing and maintaining effective EAPs. Employers are starting to realize ES&R's competency in negotiating contracted services, administering programs, staging special events, conducting training sessions, etc. Therefore, ES&R managers must be informed of the assorted services and the diverse structures of EAPs. To aid the readership in this respect, the following questions will be addressed: What are the kinds of problems seen by EAPs? How do ES&R managers find out more about EAPs? How do external EAP providers bid for contracts with client companies? What are the costs involved in contracting EAP referral/consulting services? How does an ES&R manager check the reputation of an EAP or referral service? Answers to these questions will provide preparatory information to an ES&R manager who may be representing his/her company in initiating or expanding an EAP.

EAP FACTS

American work organizations invest up to \$798 million annually in EAPs—keeping in mind the size of the U.S. workforce, percentage of worker access to EAPs and ranges of per capita costs of these programs (excluding the cost of treatment). Somewhere between 25 to 65 percent of all work settings, depending upon employee population size, have some form of an EAP. Approximately 90 percent of the largest firms in the U.S. either have an EAP or are considering establishing one.

For every dollar employers invest in EAPs, an estimated \$3 to \$5 are recouped from projected loss (i.e., health care utilization, loss of productivity, theft, etc.). Impressively, this amounts to between \$612 million and \$3.9 billion annually. Recovery from projected loss equals .53 to 3.4 percent of the total cost to the country of all alcohol abuse, alcoholism and all other drug abuse (not including treatment costs). This means EAPs are essentially reducing the cost of the alcohol and drug problem to the nation as a whole by as much as \$3.8 million annually.

The cost figures above pertain to alcohol and drug problems which account for approximately 30 percent of a typical EAP caseload (see the graph at right). Only recently have cost-analysis studies been conducted to determine the impact of EAPs in reducing loss from eating disorders, gambling, overspending, mental health difficulties, stress and other problems. Whereas all EAPs tackle employee alcohol and substance abuse, lately their attention has been directed to other matters of health promotion, dependent care and employment services. Given this diversity of services, it is no wonder that ES&R and other employee health personnel need to be updated on the expansion of EAPs.

FAMILY AND MARITAL CONCERNS

Family and marital problems comprise the largest portion of cases that an EAP professional typically sees in a given year. It is commonplace for marital discord to be the presenting problem at an initial EAP client session; however, further assessment of the case may reveal an underlying difficulty to be a spouse who is overspending or a family member who is abusing drugs.

EAP professionals have come to realize how many families resent the disruptive and intrusive demands of work life upon the home place. Working parents, especially mothers, are expected to perform as superpersons. Some researchers in employee assistance have estimated that one out of every five clients exhibit distress from this burden.

In response, the American workplace has been gradually developing a greater regard for the family by trying to reduce the amount of stress from work and home place conflicts. EAPs are asked to address these stressors through counseling and family management training. After being assessed of their problems, employees are likely to be referred to a family or child counseling agency, at which they develop life management skills. One such skill would be managing time in order to meet the double demands of parenting and working.

DEPENDENT CARE

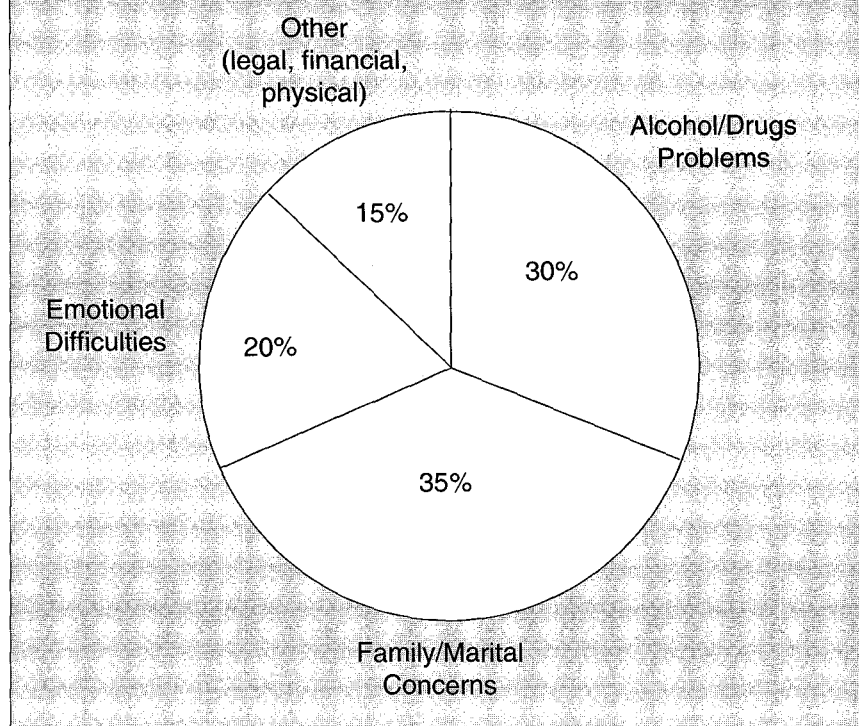
An attribute of the changing workplace is the increasing representation of women, especially those of child bearing age, in the workforce. Securing convenient and affordable childcare is a substantial task for these working parents. Family management is confounded by the need for many working parents to also arrange care for other dependents, namely the elderly, long-term ill or disabled family member.

Dependent care has become a concern to employers as well. Separate surveys conducted by the Society for

Human Resource Management (SHRM) and NESRA indicate between 10 to 30 percent of the responding companies provide some kind of childcare assistance. Approximately 10 to 15 percent of the surveyed companies in the NESRA study are offering eldercare programming. Although many options are available, the most prevalent form of dependent care assistance, whether for children or elders, involves referral services.

Whether or not these services fall under the direct supervision of the EAP staff is contingent upon how the program is structured within the work organization. Even if the EAP does not administrate dependent care services, its staff has frontline exposure to the effects of the childcare dilemma upon employees. Beleaguered parents may show signs of stress, job dissatisfaction and even substance abuse. Productivity suffers. It has been estimated, for instance, that an employee addressing the needs of an elderly family member is likely to use six days of unscheduled absence from work in a year. Both EAPs and ES&R have interests and involvements in dependent care opportunities for employees. While coordinating their efforts with the company's human resource department, EAP and ES&R can function together to assist working parents in choosing the dependent care most appropriate for their family situation. In the long run, this will improve relations between work and home by improving employee productivity and ensuring the welfare of family members.

TYPICAL EAP CASELOAD



conditions of depression, neurosis and even controlled cases of psychoses. What is clear to the public is that many of these employees can work adequately at their job. What is expected of the employer, according to the recently legislated Americans with Disabilities Act, is reasonable accommodations of an employee's work restrictions. Given this reality, companies are turning to EAPs and other employee health services to clarify employees' disabilities and assist supervisors in accommodating any work limitations.

EMOTIONAL DISORDERS

Mental health problems cost employers about \$21.5 billion annually. This accounts for 39 percent of the country's annual loss to mental illness. The exorbitant cost of inpatient care for mental and emotional disorders, combined with the lengthy stay for inpatient treatment of mental disorders are alarming to any employer who pays employee group insurance premiums, but even more to self-insured employers committed to covering disability benefits.

Estimates from the Alcohol, Drug and Mental Health Administration are that 13 to 18 percent of the employee population experiences a mental health condition that limits their functional capacity on the job. This includes chronic fatigue syndrome, seasonal adaptation syndrome and attention deficit disorder as well as the classic

STRESS

EAPs are customarily staffed with personnel trained in stress management. This resource is being called upon to decrease the number of work-related stress claims. According to The National Council on Compensation Insurance, the average stress claimant is approximately 38 years old, while claimants of all other work-related conditions average 41 years of age. To the insurers and employers, this signifies that older workers are susceptible to physical injury and illness whereas younger workers are increasingly prone to mental stress. Twenty-seven states recognize *mental-mental* compensation claims in which both the cause and the condition itself are mental and emotional in nature. Most states recognize *mental-physical* compensation claims in which mental distress causes a physical illness such as an ulcer or heart attack.

EAPs, along with health promotion programs, conduct general workforce awareness sessions on general stress management. Beyond this, EAPs train supervisors and other personnel to recognize and address signs of job strain and employee burnout. Employees troubled by stress are encouraged to seek EAP support. They receive valuable instruction in effective stress reduction techniques either at the EAP or perhaps in a care provider setting. The amount of personal stress reduction training for EAP clients is contingent upon their particular stressors.

ALCOHOL AND DRUG PROBLEMS

Alcohol abuse in the workplace accounts for losses of \$54.7 billion per year nationwide, with most of it attributed to lost productivity and a smaller percentage explained by lost employment. Annual workplace losses attributed to the use of drugs other than alcohol are estimated at \$26 billion. Employee drug and alcohol abuse is estimated to cost employers \$100 billion a year in absenteeism, accidents, turnover, waste and health care expenditures.

Approximately 10 percent the American workforce is alcohol/drug dependent, whereas another 20 percent abuses the substances. EAPs specialize in reaching these

employees, especially those with addictions. Operating in the context of utmost confidentiality, EAPs work with supervisors and other key personnel to constructively approach employees displaying signs of troubled behavior. These employees are encouraged to meet with the EAP. Upon initial assessment, the employee may be urged to receive diagnostic attention by a care provider. If chemical dependency is diagnosed, the employee's personal physician is notified by the EAP and the employee is admitted to primary care, either on an inpatient or outpatient basis. In aftercare, the employee receives part-time care while reentering the worksite. Thereafter, the EAP follows-up on the employee's recovery progress, both in terms of personal health and job performance (see the chart below).

MANAGED CARE

Employers are wincing from cost hikes in annual insurance premiums, which are largely due to employees receiving treatment for chemical dependency. Presently, primary care (and aftercare) for chemical dependence for employees and their family members has an annual price tag of \$22.9 billion. Neither the employers nor the insurance carriers are particularly pleased about his outlay of funds. Discouragingly, about two million persons will

The EAP Process

Supervisors/
employees are
trained to recognize
and address troubled
employee behavior

1

Employee is referred
or self-refers to EAP

2

Employee is
assessed by EAP
and, if needed,
referred to certified
diagnostician

3

With M.D. approval,
employee is admitted
to primary care

4

Employee reenters
work (through EAP)
while receiving
aftercare

5

EAP conducts follow-
up ensuring
employee's
successful recovery

6

seek chemical dependency treatment on an annual basis during this decade.

The catch-22 here is that EAPs may be doing "too good of a job" in channeling troubled employees to treatment. As a health care cost containment strategy, several companies are practicing managed care. Terms such as utilization review, preadmission certification, second opinion and case management are commonly used within the benefits departments of most companies. These very terms are starting to appear on employees' group health insurance and HMO membership cards. Somehow and somewhere, a balance must be established between EAP vigor and reasonable health care cost containment. Could this be an opportunity for ES&R managers to mediate and help resolve this predicament?

FINDING OUT ABOUT EAPs

ES&R managers and specialists should be familiar with how EAP services are conducted at their workplace for a number of reasons. If their work organization is starting a program, they can serve on an organizing committee to develop an in-house, contract an out-of-house program or some kind of combination of the two. If the company is expanding its EAP, ES&R personnel should participate in the decision-making regarding which responsibilities should be added to the program. If an EAP is to be launched, ES&R managers can find out more about these programs of assistance through various channels. One basic method would be to check the telephone yellow pages—the start of a long and time-consuming search for information. Some community agencies (i.e., The United Way or the Chamber of Commerce) usually have an employee assistance resource guide available. The ES&R manager can contact local hospitals and medical centers not only about their in-house programs but also the employee assistance services they sell to companies. Of course, ES&R managers can check with other companies having EAPs, as well as network with local chapters of EAP professional associations. Those interested in employee assistance programming should use telephone resources, read EAP literature and attend professional conferences (see page 14).

CONTRACTING EAP SERVICES

Selecting an EAP service, interestingly enough, is similar to other contract services. Acting as purchase representative for his/her employer, the ES&R manager should work with the organizing committee to solicit bids from EAP providers. The committee, composed of human resources, benefits, occupational health and wellness personnel, should examine the bids and determine how well each product meets its customer requirements.

The committee should be answering these kinds of questions: Should the program be internally or externally operated? What should the range of services be? Should the program focus only on certain problems? How will the program interface with other health promotion and human resources in the company? Many of the answers will surface as the committee develops an EAP policy.

The policy should reflect the general philosophy of the company. For instance, some employers see EAPs as a way of decreasing costs, such as reducing absenteeism and employee health benefit plan utilization. Others have a more humanitarian reason for wanting to help their employees. Some employers use EAPs to reduce both their costs of business and to assist employees.

Whether the program is developed internally or contracted from an EAP provider, it is advantageous for employers to link it with other procedures and systems in the organization. This linkage will ensure proper utilization of the program. For example, some organizations require supervisors to refer all employees who are not meeting performance standards or who have deficiencies, such as chronic absenteeism, to the EAP. Other employers publicize the employee benefit aspects of the EAP and encourage employees to use it when the need arises, just as they would any other benefit. Obtaining employee acceptance of the concept of EAP being a benefit requires thoughtful communication from management.

While developing an in-house or contracting an out-of-house program, the committee requires input from a clinical care specialist, since EAP services ultimately involve employee referrals to a health care provider. Therefore, a committee member should either be an occupational health physician or nurse, a state certified social worker, or a counseling psychologist in order for the group to be familiarized with how an employee enters and leaves the health care system. If this is not possible, a health care consultant should be recruited (preferably someone who does not represent a private EAP or primary care interest). Similarly, the committee needs the expertise of a policy-maker since, not only is the program expected to reflect the philosophy of the company, but it must also comply with The Drug-Free Workplace Act of 1988. Managed care concerns should also be represented during committee actions.

Take great care in making the EAP selection with a variety of decision-making techniques (i.e., committee consensus, focus group interviews) used during the process. While screening bidders, nonprofit as well as for-profit EAP providers should receive the same scrutiny. It is advisable to challenge a bid from an EAP provider who also represents a primary care interest, such as a hospital. Prior to signing a contract, the ES&R manager can facilitate negotiations between the committee and the EAP supplier.

Be certain who is expected to pay for which steps of the EAP process. In nearly all contractual agreements, the

employer pays for steps one, two and the assessment portion of step three. An option here is to have employees co-pay for step three. Diagnostics may be a recoverable expense in the company's health insurance plan. Be clear which steps of the EAP process are covered in part or in full by insurance. Whereas aftercare programming in step five may be a submittal health insurance claim in some policies, arranging job reentry (step five) and following-up on the employee's recovery (step six) is likely to be a direct expense itemized in an EAP provider's bid. As part of the contracted deal, some EAP suppliers will agree to submitting claims to the insurance carrier, whereas other suppliers will insist this procedure be administrated by the client company.

Step four of the EAP process entails employees referred to primary care. The committee must agree on whether or not a cap should be placed on the number of times an employee can be referred by the EAP to certain treatments. This should be reflected in the company's EAP policy. Many company insurance programs and union benefit funds allow an employee only two referrals for chemical dependency treatment. Another factor the committee should consider is whether EAP assessment and perhaps counseling sessions should be on or off the worksite. If the employer agrees to onsite sessions, this could save time and money for all concerned.

The above suggestions offer a viable approach to searching for and contracting an EAP. The committee will

actually use a combination of suggestions to secure an arrangement that best fits the company's needs. The ES&R manager can play a vital role in committee activity. By relying on his/her professional expertise in negotiating and setting up contract services, s/he can either lead the committee in vendor screening or recruit an EAP consultant to facilitate the process.

WHAT ARE THE COSTS?

Costs can vary for in-house and out-of-house programs. In the latter situation, the client company is offered a package of contracted services with costs determined on a per capita basis. For example, a company with 500 employees may be charged \$15 per employee (whether s/he uses the EAP) for a total contracted amount of \$7,500—with payments due on a quarterly basis. As mentioned earlier, this amount usually covers expenses for policy development, supervisory training and general workforce awareness programming, one to four visits to EAP for assessment and motivational counseling, referral to appropriate care (if needed), job reentry consideration and follow-up activities. Aftercare may be an option, though this is likely to increase the cost of the contract. Since some EAPs perform

EMPLOYEE ASSISTANCE RESOURCES

Commercial

Drug Testing Policy Hotline, (800) 825-POLICY, Princeton Diagnostic Laboratories of America.

The Human Resource Information Network, (800) 421-8884, Executive Telecom Systems, Inc., 9585 Valparaiso Ct., Indianapolis, IN 46268.

Government

CHOICES: The Clearinghouse on Implementation of Child Care and Eldercare Services, U.S. Department of Labor, (800) 877-9002.

National Institute on Drug Abuse (NIDA) Drug-Free Workplace Helpline, (800) 843-4971.

Professional Associations

Employee Assistance Professionals Association (EAPA), 1800 N. Fairfax Dr., Suite 1001, Arlington, VA 22203, (703) 522-6272. Its monthly professional periodical is the *EAPA Exchange*.

Employee Assistance Society of North America (EASNA), P.O. Box 3903, Oak Park, IL 60303, (708) 383-6668. Its professional periodical is *Employee Assistance Quarterly*.

Publications

Employee Assistance. Stevens Publishing Company, P.O. Box 7573, Waco, TX 76714-7573, (800) 727-7573.

EAP Digest, Performance Resource Press, 2145 Crooks Rd., Suite 103, Troy, MI 48084, (313) 643-9580.


diagnostics and provide care, in addition to standard assessment and referral, they may charge between \$40 to \$100 for these visits. The dollar amount, of course, depends upon the type of session as well as the length of time an employee spends with the EAP counselor.

REPUTABILITY AND QUALITY

The committee can check an EAP provider's reputability by examining its credentials. Both the Employee Assistance Society of North America (EASNA) and the Employee Assistance Professionals Association (EAPA) have established EAP certification standards. Whereas EAPA credentializes EAP professions, EASNA certifies EAPs. Both organizations have a code of ethics with which members are expected to comply. A standard procedure is to request a list of references from the EAP provider and contact its past and present customers.


CONCLUSION

The addition of an EAP is a benefit to both the employee and the company, a win-win situation. The

employee has the benefit of obtaining professional services through the company, which in turn enhances the image of the employer. Through proper design and negotiated terms, services can be provided to employees and family members in a confidential, convenient and humane manner. Effective programming will save money for both the employer and employee. Yet, there are numerous additional effects that are hard to quantify—increased well-being of employees and their families, improved relations between employer and workers, and an overall promotion of mental and physical health in the community. It is no coincidence that these are the same ambitions as ES&R. Armed with their competency in negotiating contract services and their familiarity with EAP services, employee services and recreation managers can choose and work with an EAP provider to attain their common goal: Assuring employees needs are met. 

Richard E. Miller, Ed.D., is an associate professor of health/sport and leisure studies for George Mason University in Fairfax, Virginia. Ronald Ribaric is a human resource consultant in Orlando, Florida.

Much of the information in this article has been extrapolated from the EAP Resource Center, The Employee Assistance Professionals Association (EAPA).



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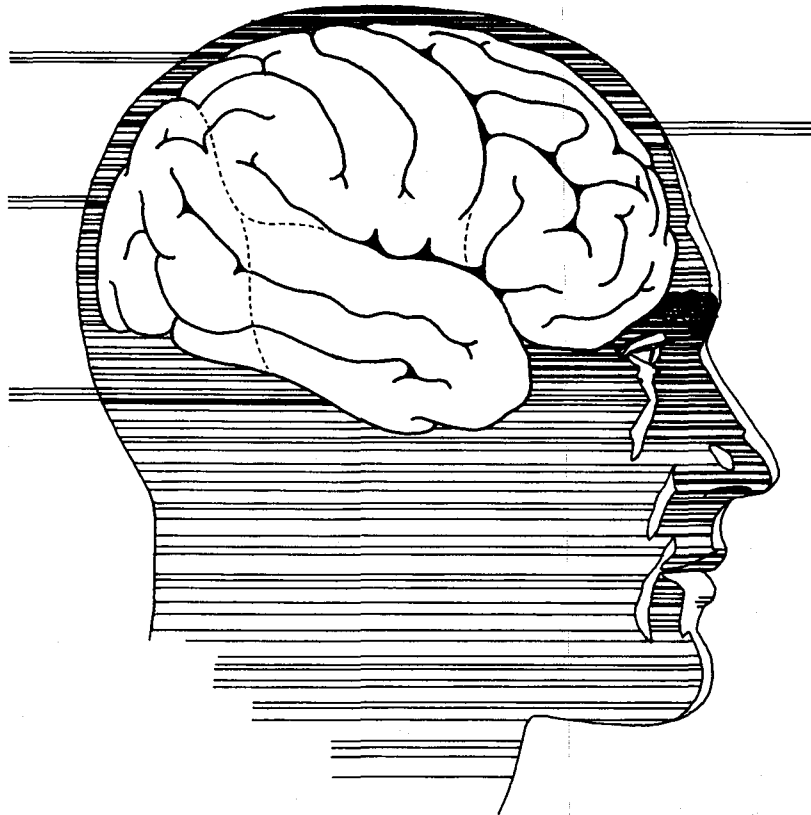
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Employee Personality and ES&R Programming



As an employee services and recreation manager, you offer programs based on employee interests or needs. But what role does an employee's personality play in whether s/he will participate in a given activity? This article delves into the influence of personality on activity participation.

by Craig Finney, Ph.D. and Lisa M. Welker-Finney, M.S.

Employee services and recreation managers deliberate extensively about "the best means by which to make a successful program"—and rightly so. Regardless of what programming "style" you use, whether you program according to "what seems to work" or you program according to preset objectives, you try to create programs which will satisfy employee needs. These needs are varied and may include: Social, cultural, health, fitness, sport and hobby; as well as personal needs such as safety, belonging, personal growth and self-esteem enhancement and risk taking, among others.

Each participant who involves him/herself in an ES&R

program has a set of specific needs. Additionally, a participant's personality may play a very significant role in determining the essence of the needs to be met, and further, what "types" of recreational activities will be necessary to fulfill those needs.

Because employees do possess vastly different needs and expectations, this article poses, and then answers, two interesting questions: What role does one's personality play in shaping or influencing participation in recreational pursuits and activities? And, if personality does impact recreation choice and/or need, shouldn't this be recognized as a factor within the programming style used?

THE HYPOTHESIS

A study was conducted in 1988 to test the following hypothesis: "Individuals who pursue physical high-risk recreation activities (as defined by Fox, 1961) will exhibit an internal personality orientation (Rotter, 1972) more frequently than an external personality orientation (Welker-Finney, 1988)."

We should define several of the terms presented thus far. Regarding personality, Rotter (1966, 1972) has identified two "types" of personality orientation; "Internal" and "External." These classifications could be put on either end of a continuum (see the chart below), which shows that there would be people who are totally internal or external, or who possess qualities of each.

Rotter describes internals as those who perceive a high degree of control over their environment, actions, and outcomes of situations. Externals, on the other hand, perceive little or no control over their environment, actions, or the outcomes of situations. Externals profess a belief in fate, luck, and/or chance occurrences (Lefcourt, 1978; Phares, 1976).

What we have here are two extreme ways in which people view their world around them and how they interact with that world.

Because internals and externals view and interact with the world differently, they pursue their needs differently; including the choice and behavior during recreational activities. An internal, for example, might choose scuba diving as a recreational pursuit. Over time, this individual most likely would engage in more technically difficult dives. However, these seemingly more difficult/higher-risk dives would take place after the individual gained the knowledge and skills necessary through instruction and coaching. The internal utilizes available resources, including his/her cognitive skills, to control the environment; in this case, reducing the risk factors in a particular dive.

On the other hand, an external might stay with technically nondifficult dives, if s/he would even choose scuba diving as a recreational pursuit. This individual might perceive significant "risk" regarding scuba-diving

and feel "at the mercy of the environment." This perceived risk factor might prevent an external from engaging in a recreational activity such as scuba-diving.

Another term to clarify is "risk." Fox (1961) contends that risk is simply estimated hazard. Risk, then, is founded on the subjective perceptions of the individual or participant. What one person might consider a risk, another might not.

Lastly, the term "high-risk recreation" is generally associated with the activities that encompass the component of specific hazards (e.g. loss of life or limb) and include: Auto-racing, bull fighting, hang-gliding, mountain climbing, scuba diving, sky diving, white-water rafting, wilderness backpacking, wire-walking, among others (Mull, Bayless and Rose, 1983).

Simply put, internals could be perceived as "risk-takers," while externals, because they perceive less control over their environment, would not take these same risks.

THE STUDY: SKY DIVING

To test the hypothesis stated earlier regarding the relationship between personality (internals) and high-risk recreation, a study was undertaken using a population of sky-divers (referred to as the High Risk Recreation Group/ HRR Group) and a group of university students (General Population Group/GP Group). The General Population or GP Group acted as a control/comparison group.

The HRR Group consisted of 114 nonstudent sky divers from the California Parachute Club in California City, California; with 18 females and 96 males, ranging from 24-49 years of age. The GP Group was comprised of 62 undergraduate and graduate students enrolled in the Leisure Studies Department at the California State University's Northridge campus. The GP Group consisted of 17 males and 45 females, ranging from 19-54 years of age.

Both groups were asked to fill out a survey/questionnaire designed to "test" whether they were 'internal' or 'external', according to a modified Rotter Internal/External Scale (1966). The survey/scale consisted

Personality Orientation

Internal

0

External

22

of 28-paired forced answer questions. Through Rotter's and other investigators' research, score-ranges for Internal-External have been established; the scale has a possible scoring from zero (most internal) to 22 (most external). Therefore, a person with a score of five would be considered more internal, while a score of 15 would be described as more external.

The data revealed that the HRR Group had a mean score of 6.88 on the Rotter Scale while the GP Group had a 9.74. A test of the data revealed that the difference in the mean scores was significant and could not happen by chance. The range for the GP Group was between 0-19 and 0-16 for the HRR Group.

A test was also performed to determine whether age or gender played a role in the scores; it was found that neither age nor gender affected the scores.

This study found that the group of sky-divers (HRR Group), when compared to a representative general population group (GP Group), was significantly (statistically speaking) more internal than the general population, and that the age or gender of the respondent did not affect the score on the Internal-External Rotter Personality Test.

Does this information have applications? This was one of the questions posed at the onset of this article; it would seem so.

ES&R APPLICATIONS

It is generally recognized that both "types" of personalities exist in all work environments. Therefore, it is important for the employee services and recreation manager to recognize and appreciate that different people will want different activities with different degrees of apparent risk, based on their personalities. Because of this, we can expect some employees will not want to engage in some "types" of activities because there may be too much/too little perceived risk.

Still another important application is the understanding that recreational needs attainment (fulfilling a personal need, be it social, cultural, physical, cognitive, etc.) will require the offering of high-risk recreation activities in addition to the low-risk activities usually offered, wherever and whenever possible. In other words, high-risk recreational activities are a very important part of any well-balanced employee services and recreation program; just as important as a low-risk activity. While there are at times economic and legal constraints regarding the

"It is important for the ES&R manager to recognize and appreciate that different people will want different activities with different degrees of apparent risk, based on their personalities."

offering of high-risk activities, these constraints do not diminish the employee's needs.

CONCLUSION

The data presented here provides us with some insight as to why people engage in some types of activities while others do not. Many times we expect that everyone will enjoy a particular activity, but we find this isn't necessarily true. By no means does this mean that internals and externals would not, or could not, enjoy and participate in the same activity at the same time. But it does mean there may be instances where they won't. As a result of this clearer picture of our employee services and recreation participants, we can program with these additional pieces of information in mind.

Does personality orientation play a role in shaping or influencing recreational pursuits? Yes. This investigation demonstrated, with the groups investigated, high-risk recreators tended to be more internal than a comparison sample group. Therefore, if we as employee services and recreation managers are striving to assist participants in fulfilling their needs, we must incorporate this factor—personality orientation—into our programming strategies.



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Hiring consultants or professional groups to supplement your employee services and recreation programming requires a clear sense of what you really want and refined negotiating skills. This article points out how you can master this art of hiring, and working with, the contract service provider that meets your needs.

by Elizabeth D. Martinet, editor

Contracts are a fact of the employee services and recreation manager's worklife. Whether you're promising a coworker you'll have a project completed on a given day or arranging for the rental service to deliver tables and chairs for your health fair, contracts—both written and oral—help you accomplish your programming goals.

In an era of specialization, there are service providers to meet your every need. If you want to hire a low-impact aerobics instructor for two evenings a week, you can find one. If you want to add a food service program to your organization's offerings, you can do that, too. If you want to educate employees about their overall health and well-being (i.e. smoking cessation or hypertension awareness), you can invite an expert to come in and lead a seminar. If you want to make recreation equipment available to your employees, you can make arrangements with a local YMCA or high school if you don't have your own facility. Or, if you want to add an employee assistance program or dependent care referral network to your programming, you can do this by hiring specialists. Your contract service options are virtually endless.

But should you really use contract services? As you well know, unless you live at the end of an ES&R rainbow, budgets can prohibit you from hiring professionals on a full-time basis, complete with benefits packages and vacation time. And, sometimes hiring a professional full-time isn't an effective solution. If you're going to host a one-day seminar on nutrition, you don't want to hire someone full-time. In addition to providing low-cost, or sometimes no-cost, experts in the areas you want, professional contract organizations offer you the expertise, background and programming abilities you need. This can be a handy option for the one-time smoking cessation course or the nutrition program; and obviously for equipment you won't use on a daily basis, such as commemorative mugs for the company's anniversary.

Hiring, and working with, contract service providers is an art, requiring solid negotiating skills and an explicit understanding of what you want to accomplish.

GOALS AND NEEDS

Before you begin looking for your service provider, you need a sense of what you really want. This may come in the form of a directive from management, i.e., your supervisor says, "Why don't you plan the company picnic this year?" Or, given your knowledge of trends and issues in the workplace and your desire to offer quality programs to your organization's employees, you might gain permission from management to add a specific service or program to your offerings. If you function autonomously, you may have decided, either for budgetary or moral reasons, to offer a specific service. Either way, once you have the goal, you can then decide how to achieve it. For example, say you've been given approval to add a

dependent care referral network for employees. You'll then ask yourself the basics: Who do you want to be able to use this service? What different types of referrals do you want to make available? What different types of services are available? How will they have access to the information (on- or off-site, phone-in or walk-in, etc.)? When will they be able to get the information they need (during working hours, in the evenings, during the lunch hour)? And, of course, how much will the service cost? When will payments be due and in what increments? Even if you're buying balloons in bulk for the company picnic, you'll need to ask yourself these basic questions. This will provide you direction as you research your options.

FINDING THE PROPER SERVICE PROVIDER

Research is vital. After you have created a list of your needs, you'll need to begin the process of finding the right service provider. Your sources are many:

- Your peers
- Your local Chamber of Commerce
- Professional associations in the field you are researching (i.e., contact NESRA for resource or associate member information, etc.)
- Your friends and neighbors
- Exhibits (trade shows, exhibit halls, etc.)
- Your local hospitals
- Your local library
- Academic institutions

Your peers are perhaps the most valuable resource you have. You can find out who they use, what services they have, how they like the group they work with, how long a program/service took to implement—all the facts one can only learn through experience. Investigating many sources will afford you the information necessary to begin fine-tuning exactly what types of questions you want to ask your prospective provider. Research will also help you decide your requirements; which are mandatory, which are negotiable and which don't matter one way or the other.

REQUIREMENTS

As you begin interviewing groups or individuals, remind yourself that you want to be just as particular as you would be if you were hiring the person/group full-time. Expect them to be qualified in the area they specialize in; never settle for mediocrity. For example, you'd never hire a lifeguard who didn't know how to swim.

Make sure your provider is certified or has the background necessary to offer the service. Certification is a tricky issue though. If, for example, you don't know

what being a Certified Association Executive (CAE) is, ask for the name and number of the certifying organization and find out what the certification requirements are. You owe it to yourself, and the employees, to do so.

Further, make sure you understand what the provider's services are. If you want to add a full-option food service and you're interviewing a person who owns a mobile hot dog stand, you'll need to find this out. This is why it is so important to decide just what it is you want from your contract service provider. You must match up your needs with the provider's capabilities. The only way you can do this is by communicating your needs and expectations and allowing the provider to show you how they can be met.

GETTING IT STRAIGHT

You've found the ideal service provider for your employee's needs, your organization's culture, your budget, your timeline and any other considerations. What's next? Get it all straight—you'll need a written agreement, a contract. While oral agreements can be binding, a contract is evidence of what you've agreed on and provides guidelines for both parties. For example, say you're ordering tables for your health fair and the contract states that you should allow four weeks for delivery. If your salesperson tells you s/he might be able to get the tables to you sooner, this has nothing to do with the contract. If you move the date of your health fair because of this promise and the tables aren't delivered when the salesperson said they would be, as long as the tables arrive within the four-week time frame agreed upon in the contract, the salesperson wouldn't be held accountable.

Because of this, make sure you understand and accept everything in the contract before you sign it. If you have any questions at all, ask them. In addition to the basics mentioned before, you'll also need to discuss the following: Who is liable for damaged equipment or dissatisfied customers; what hidden costs exist; what is your level of participation; agree upon where the service will take place/equipment will be delivered, etc. Also, if you or your organization will suffer greatly if the contract is not performed as agreed, you need to inform your contract provider of that as well.¹

If you are not an expert in contract law, make sure your legal department reviews the contract as well, just to be safe. This is a requirement in many organizations, but even if it isn't, it's a good idea. The cliché "better safe than sorry" most definitely applies here.

WHAT IF

What if you've hired buses to take your employees to the ball game and they don't arrive on time? What if you've invited a major stockholder to your management

luncheon and you discover s/he is a vegetarian and your caterer's contract is to provide prime rib entrees? Mistakes happen; some of them are funny in retrospect, some aren't.

If you need to complain, do so in a professional, non-offensive manner. The key is to avoid finding fault. Don't assume you know why a mistake has been made. Allow your provider to offer solutions to your situation, rather than attacking the individual/group.² Working through a difficult situation together will help you both feel better; you'll know that your provider truly cares and the provider will know you've trusted their abilities, both under good and poor circumstances.

EVALUATION

It's always a good idea to evaluate your contract service, especially if you have hired the service on an ongoing basis. For example, if you've hired a food service, evaluate the service's performance. Pinpoint areas you'd like to revise or see improvements. Reinforce the areas you are pleased with. Remember, everyone likes to know when they've done well, and most people like to correct a situation if they've performed differently than you expected. This is part of maintaining a good working relationship based on mutual respect, trust and professionalism.

CONCLUSION

Contract services allow you the opportunity to offer quality programs/services within the structure of your organization's culture, your budget and your requirements. Again, remember to research your options thoroughly, with the knowledge of what you want to accomplish in mind. In negotiating a contract, take care to understand all the stipulations of the agreement; have your legal department review the agreement as well. If something goes awry, work with the service provider to create the best compromise or solution possible. While mastering the art of hiring, and working with, contract service providers requires a clear sense of your expectations and goals, it's well worth the effort.



FOOTNOTES

¹ John J. Murphy, Jr. "Avoiding Contract Problems," *Employee Services Management*, September, 1986, Vol. 29, number 7, p. 22.

² Susan Crystal, "Kvetching Constructively," *Meetings and Conventions*, August, 1990, Vol. 25, number 9, pp. 42-43.

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TRAVEL SPOTLIGHT

Las Vegas—A Winning Destination in '91



by Scott Stavrou

Las Vegas is a city of superlatives; the greatest entertainment, the biggest jackpots and the largest hotels all come quickly to mind. Today, more than ever before, Las Vegas offers each of its millions of visitors something exciting and extraordinary.

The fact that what was merely a desert outpost at the beginning of this century is today one of the world's most dynamic and well-known cities makes one believe that anything is possible here. Indeed it is this idea that helped make Las Vegas the

'Entertainment Capital of the World'—a city unlike any other.

It was in 1931, when the Nevada Legislature legalized gambling, that Las Vegas began its amazing boom. In the '40s it seemed like there was constantly a lavish new hotel/casino being built. The funny thing is, in the '90s, it still seems that way.

Take this opportunity to visit this glamorous city and help celebrate NESRA's 50th anniversary by attending the 50th Annual NESRA Conference and Exhibit, April 28-

May 2, 1991 at the Mirage Hotel. Themed "Fifty Years of Pride and Progress," you can expect the programming and activities to reflect the excitement of the conference's host city.

The Mirage is located on "the Strip"—within walking distance of all Las Vegas has to offer. As soon as you enter the hotel, you'll feel like you're in a tropical paradise. You'll be able to relax by lush foliage, waterfalls and lagoons—you'll even see a volcano erupt every few minutes.



A glimpse of The Mirage, site of the 50th Annual NESRA Conference and Exhibit.

To add to this tropical theme, when you check in at the front desk, you'll see a 20,000-gallon aquarium stocked with sharks, rays and angelfish swimming between the buildings of a sunken undersea city. Further, the Mirage features two animal habitats, a 1.5 million-gallon dolphin habitat and a white tiger habitat, built for educational programs and your enjoyment.

The Mirage combines specialty restaurants, a casino, distinguished entertainers, facilities for the fitness-conscious and shopping areas—all the attractions of Las Vegas—under one roof. In addition, make sure to experience as much as you can of this fabulous city!

ENTERTAINMENT

Gambling and superstar entertainment make an exciting combination. With over 60 major resorts, all open 24 hours daily, millions of visitors come to Las Vegas to try their luck.

Gaming options range from over 80,000 slot machines to "21," craps, keno, bingo, poker, baccarat and roulette. Many casinos also offer sports book betting and special Oriental games like sic bo and pai gow. You'll be pleased to know that the casino in The Mirage is the most extraordinary and original gaming room in the world. While entertainment is the main attraction of casino gaming, first-time visitors are encouraged to learn about the games before playing. Casino personnel are always willing to answer questions and many offer free gaming lessons.

While the casino's allure is enticing, top-name entertainment in all the major showrooms guarantee to make everyone a winner. The city's reputation as a world leader in big-name entertainment is unrivaled. Every night of the year, Las Vegas marquee reads like a "Who's Who" in show business. All of the large hotels boast spectacular showrooms with stages that are well-equipped to host the best in entertainment, from singers and comedians to extravagant

production shows with casts numbering in the hundreds. Most showrooms present two performances nightly, generally around 7 or 8 p.m. and 11 p.m., some with dinner shows, though most are cocktails only. Also try and check out one of the more than 50 lounge shows offering a wide variety of free entertainment throughout the day and night.

The Mirage's main entertainment attraction features the famous illusionists Siegfried and Roy. One week a month, world-famous entertainers such as Cher, Kenny Rogers, Dolly Parton and Johnny Mathis take the stage at this new entertainment mecca.

SPORTS

Las Vegas also offers an abundance of activities for outdoor enthusiasts. With over 320 days of sunshine a year, the city is ideal for soaking up the desert sun, either by the hotel pool or outside enjoying the



As soon as you enter The Mirage, you'll feel like you're in a tropical setting.

city's premier tennis and golf facilities.

Sports have played a major role in helping shape Las Vegas; today, the city offers something for participant and spectator alike.

World-class competitions in golf, tennis, rodeo, boxing, bowling and off-road and hydroplane racing are attended by hundreds of thousands of people yearly in Las Vegas. Las Vegas is one of the few cities in the country to host three stops on the PGA Tour: The Senior Classic, the Ladies' PGA International and the Las Vegas Invitational.

Having hosted all of boxing's greats, Las Vegas also claims the title of World Boxing Capital.

Every December, the National Finals Rodeo rides into town, along with over 175,000 spectators to watch rodeo's top men and women compete for the World Champion titles and the rodeo's richest purse.

In addition to these exciting sports events, you can take advantage of The Mirage's pool and tennis club. Or,

experience the latest fitness, health and beauty programs by visiting The Mirage's spa and salon. The skylit Grand Court will give you access to separate men's and women's spa facilities, an exercise room, aerobics studios and a full-service beauty salon.

DINING

When you're not too busy participating in your favorite sport, seeing your favorite entertainer, trying your luck at the tables or attending NESRA's educational sessions, you'll need to take time out to eat. Las Vegas lets you do this in style. You might opt for one of the renowned 49-cent full breakfasts, shrimp cocktail deals or any of the many affordable all-you-can-eat buffets at most major hotels.

Once again, The Mirage will exceed your expectations by offering both family dining and specialty restaurants.

Kokomo's specializes in steaks and seafood. Guests will dine in a tropical rain forest, surrounded by waterfalls and a sparkling interior lagoon.

Mikado, true to its name, offers you the opportunity to dine in a



Dining in Kokomo's restaurant affords you the opportunity to relax and watch the waterfalls while you sample a steak or some seafood.

setting suggestive of the quiet elegance of a private Japanese home. You'll savor lobster, steak, chicken and shrimp cooked and served "teppan yaki" style. Or, you can try the sushi bar or a specially-prepared entree.

Moongate, featuring a series of connected buildings of classical Chinese architecture, surrounds an open courtyard. You'll feast on classic Szechuan and Cantonese cuisine.

Ristorante Riva gives you a little of Northern Italy. Sample some homemade pasta, fresh seafood and veal specialties.

The Bistro offers french food and the fond memory of another time and place.

Or, if you're in the mood for dessert or a snack, visit **Coconuts Ice Cream Shop** for some freshly made ice cream, sorbet or frozen yogurt.

SHOPPING

In addition to the many boutiques and an arcade of shops available at The Mirage, there are three air-conditioned enclosed malls in Las Vegas, each within easy access of your conference site.

Fashion Show Mall: A two-level mall in the heart of the Las Vegas Strip. The mall has 140 shops including Bullocks, Dillards, Goldwaters, Neiman-Marcus and Saks Fifth Avenue.

Boulevard Mall: Minutes from the Strip on Maryland Parkway, you can visit more than 80 shops and eating establishments.

Meadows Mall: On the west side of the city, the Meadows Mall has more than 140 distinctive stores and shops spread over nearly one million square feet of space.

MUSEUMS AND GALLERIES

Las Vegas also contains its share of unique museums.

Clark County Southern

Museum: A chronological history of Southern Nevada with exhibits on settler life, early gambling and nuclear testing.

Guinness World of Records

Museum: Exhibits include many of the remarkable feats and oddities that are the hallmark of the Guinness Book of World Records.

Imperial Palace Automobile

Museum: Collection of more than 200 vintage cars on display on the first level of the hotel's parking garage.

Las Vegas Art Museum:

Constructed in 1935 from railroad ties, the art museum has both a permanent collection and changing exhibitions of the work of national and local artists.

Liberace Museum:

An entire building filled with the spectacular pianos, clothing, photographs and mannequins of the late entertainer.

Ripley's Believe It or Not

Museum: A full collection of the strange artifacts from Robert Ripley's collection.

Nevada State Museum and

Historical Society: Regional history from the time of the Spanish exploration and the building of Las Vegas after World War II are the major subjects in this museum of the history, archeology and anthropology of southern Nevada.

OUTSIDE LAS VEGAS

While it is possible to enjoy your visit to Las Vegas without ever leaving the Strip or The Mirage, there are some remarkable sights, both natural and man-made, just outside of the city.

Just 30 minutes from the city is one of the world's architectural wonders, the **Hoover Dam**. This dam was built from 1931-1935 and is as tall as a 70-story building. It is constructed of 4.4 million cubic yards of concrete. The 660-foot thick base is the length of two football fields. Over the years, 25 million people

have toured this engineering triumph, which supplies power to Nevada, Arizona and Southern California.


The reservoir created by the dam, **Lake Mead**, is the largest man-made reservoir in the Western Hemisphere. Over 100 miles long, it boasts an incredible 550 miles of shoreline—equal to the coastline from Boston, Massachusetts to Richmond, Virginia. Swimming, water-skiing, boating, fishing and jet-skiing are among the activities enjoyed all year long at Lake Mead.

Just north of Las Vegas is **Red Canyon**, which has evolved from a 400-million-year-old sea bed into a series of magnificent geological formations, wind-sculpted sandstone and unique desert vegetation.

Some 20,000 years ago, Indians inhabited the **Valley of Fire**, 50 miles north of Las Vegas. Visitors can marvel at these unique colored sandstone formations or view replicas of ancient Indian pueblos.

For those adventuresome types who want to see one of the most famous natural landmarks in the world, day trips to the **Grand Canyon** are just 1-1/2 hours away. This 200-million-year-old scenic landmark offers one of the most unique panoramic views in the country.

Mesquite, Nevada is 77 miles northeast of Las Vegas and is home to one of Nevada's most complete resort destinations, the Peppermill Resort, offering golf, tennis, a health spa and a western ranch and petting zoo.

With all Las Vegas has to offer, make sure to visit this extraordinary city and participate in NESRA's 50th Anniversary celebration. 

Scott Stavrou is in the public relations department at R&R Advertising in Las Vegas, Nevada. The Las Vegas photo is courtesy of the Las Vegas News Bureau. The Mirage photos and information are courtesy of The Mirage Hotel.

Special Promotions

Promotions are especially important to the employee store to keep bringing in customers on a regular basis. The words, "special," "free," "two-for-one," "first come-first serve," "one

time only," etc.

are like magic words that lure people into your store.

In trying to bring fresh and unique promotions to our store, the following are some of the ideas we have used.

BASEBALL MERCHANDISE

Since baseball is very big in our area and we are located very close to the stadium, we carry a large line of baseball souvenirs, T-shirts, caps, etc. We sell this merchandise to employees at a much lower price than the stadium or other downtown attractions and stores nearby. We have several promotions to sell this merchandise.

Special offer #1: We monogram T-shirts for free in the employee store. We offer a choice of either red or white, with the baseball logo. They regularly sell for \$10 or more, but because of this one-time-only promotion, we offer them for only \$7.98 for adults and \$6.98 for children. This low price also includes free monogramming of the customer's first or last name.

Special offer #2: For every purchase of one or more T-shirts, we give a free autographed baseball.

Special offer #3: To help fans get in the spirit for "company night with our team," the store offers 20 percent off all baseball merchandise for two days only. Also, to accommodate all employees and their families, the store remains open until 7:00 p.m. before the ball game. This way, employees can bring their families to visit the store and take advantage of

low-price souvenirs before the game starts.

Promotion days: This year, we are featuring five baseball promotion days throughout the season. On five different Fridays during the season we feature, for one day only, 10 percent off several different baseball merchandise items. For instance, one Friday, mugs; one Friday, hats; one Friday, T-shirts; one Friday, all souvenir items; and the last Friday of the season, 10 percent off all baseball merchandise. We tie in these items and discounts with home games and beating the teams we play on that particular weekend.

COMPANY PRODUCT PROMOTIONS

Since our corporation, Ralston Purina, is very diversified and we own several subsidiaries, we feature many of our own products in our employee store. All of these products are priced well below retail value and promoted in several different ways.

Specials: These include small quantities remaining, sold on a "first-come, first-serve basis," "while supplies last," etc. We receive many specials like this on products from our divisions and offer them for very, very low prices.

Close-outs: These are usually premiums left over from special promotions put on by other divisions. We sell these on an "all sales final" basis: Very limited supplies equal very low prices.

Our products tied in with outside merchandise: We offer both our company's products and many licensed trademark brand products. In order to promote outside merchandise (which we can make a larger profit on), we will offer one of our products free with the sale of the outside product that coincides with our product. This works especially well

Here are some ideas you can use to attract customers to your store.

by Sandra J. Wies

with video movies, i.e., one box of cereal free with each video purchased at the store. By doing this, we make a little more profit and promote our own products (especially the new ones) to our customers, the employees.

HOLIDAYS

Even though we do not mark up full retail on holiday merchandise, we do realize a larger profit than on our own products. Therefore, it is important that we promote holidays in a "big way."

Without a doubt, Christmas is our biggest money-making season, so we have several promotions to bring as many people as possible into the store. Every Christmas we have our jewelry representative bring a full line of his products into the store for two days on a consignment basis. Usually we feature this sale some time in late October, right after the Christmas Club checks have been distributed to employees. The jeweler's inventory is sold on a first-come, first-serve basis. We have also had representatives from other companies come in and present their Christmas merchandise on consignment. These have included toys, paintings, flower arrangements, encyclopedias, etc. These promotions work very well for us in that we make a profit from what is sold but do not have to put out any dollars for inventory—also the reps do a good deal of the work.

We also feature special sales on candy and fruitcakes for Christmas. We take orders in November for this merchandise and make deliveries the week before Christmas.

We try to find several close-outs from suppliers to highlight at Christmas. These might include wallets, watches, appliances, toys, etc. Again, these are sold on a first-come, first-serve basis. All sales are final on close-out merchandise.

Some of our biggest sale days in dollar volume, other than Christmas, are Valentine's Day, Easter, Mother's

Day, Father's Day and graduation. Candy is always a number one seller, especially on Valentine's Day, Easter and Mother's Day. Greeting cards always sell very well, so we make sure to bring in extra supplies on these holidays. We also offer a promotion on live orchid corsages (at very low retail prices) the two days before Mother's Day and Easter. This is an especially successful promotion. This year, we gave away a free box of Valentine's candy on February 14th to three lucky people to promote Valentine's Day. Customers just had to come in and register at the store. On St. Patrick's Day, we held a "show us your shamrocks" day. Everyone wearing green automatically received a 10 percent discount on all purchases over \$5. On Mother's Day and Father's Day, our photo representatives came to our store and made up "photo mugs" while customers shopped in the store. As this was a special promotion, the price of the mugs was \$1 less than usual. Customers just brought their favorite photos and the mugs were made on the spot. All of these promotions help get customers into the store. Then, they will usually buy something.

CLEARANCE SALES

At the end of each season we have clearance sales. This year it will be a "Summer Madness" sale held in July and August. This is a good way to clear out all of the leftover inventory, odds and ends, one-of-a-kind merchandise, etc. We do this by putting out merchandise in baskets...marking them as a 50 cent basket, \$1, \$2, \$5, etc. Another good way to sell this merchandise is to put out tables and just let customers go through the merchandise. People love "bargain tables!" Other companies have reported having "grab-bag sales," giveaways of one hard-to-move item to promote another item and 99-cent bargain bins.

SPECIAL SALES— NEW PRODUCTS

To introduce new products, we sometimes hold special one-day sales. For instance, this year we added a new service, movies to buy, and introduced this service by holding a "Movies for Sale" day. Our video representative came in and set up a video machine and samples right outside the store. He introduced some of the actual movies that were for sale by playing the videos all day. We gave away free popcorn to further suggest the "movie" theme. This got our new movie program off to a good start and let people know we will have movies for sale and for rental in our store. The video movie promotions have proven very successful for our store, both in rentals and purchases.

CONCLUSION

Just as in the retail store business, promotions in employee stores are very essential to success. The more you advertise, the more you sell. The only difference between us and the retail trade is that we must keep devising new and unique promotions to get our customers, the employees, into the store. Because we have the same customers all of the time, they always want something new and different and at a lower price. As you well know, an employee store is basically meant to be a service. Our mission is always to strive to provide the best in service and convenience for our employees at the lowest possible overall cost to the company and to support and promote company products.



Sandra J. Wies is the supervisor of the employee store at Ralston Purina Company Corporate Headquarters in St. Louis, Missouri.

Developing Healthy Food Service Programs

The food service aspect of employee health promotion programs is gaining attention—and rightly so. What better way to entice our employees to learn and practice healthy nutrition habits than by offering attractive, mouth-watering healthy alternatives for the usual

burgers and fries,

roast beef and gravy, or chicken-fried steak? Yes, it IS possible, and more

companies are implementing comprehensive food service programs with this vision of nutrition-conscious employees in mind.

TEXAS INSTRUMENTS' LIFETRACK™

Here is a discussion of Texas Instrument's successful food service program and the steps you can take to implement a nutrition-conscious program in your organization.

by Jeanne Seichter

Texas Instruments (TI) is one such company with almost two years of successful food service programming under its belt.

The foundation for the program was set back in 1988 when Lifetrack™, TI's total health promotion program, was instated with the mission "to provide the opportunity for every TI employee and family member to learn and practice the skills of healthy living."

Since healthy living requires a healthy work environment, one of the major actions taken as an overall cultural reinforcement was implementing a highly-visible program with all aspects of food services included: Cafeteria, vending and catering. The program, entitled Count On It, was designed for the easy identification of healthy alternatives and to assure employees that they can "count on" those products to be heart-healthy choices.

The apple, for centuries the symbol of good health, was selected as the symbol for the Lifetrack™ and

Count On It programs. It was also chosen because Lifetrack™ starts with a solid core of services to the employees and offers a fresh approach to health and fitness. When employees see the apple on any cafeteria or vending item, they know they can count on it to be a better choice—a heart-healthy choice.

PLANNING

When laying the groundwork for a food service program, it is important to include several key people in the planning process. At TI, the food service and vending programs are contracted, which increases the numbers of persons involved. They include the Lifetrack™ director, facilities manager, food services manager, district and site managers of the contracting agency and cafeteria supervisors.

If the opportunity arises and funding is available, it can often be helpful to utilize an outside consultant to assist with details, ideas and questions—especially in the planning stages.

Texas Instruments is privileged to be able to utilize the services of Kenneth Cooper's Institute for Aerobics Research in Dallas in such a capacity. Their consulting services have often proven invaluable in problem-solving and providing a constant source of information.

PROGRAM GUIDELINES/ NUTRIENT CRITERIA

In order to maintain consistency and continuity in any program, specific guidelines must be set. What criteria need to be met for an item to be considered "heart-healthy?"

Probably the best guidelines to follow in setting nutrient criteria for

all food service and vending items are those set by the American Heart Association (and adopted by the Lifetrack™ program) as shown below. Although the AHA is due to release new criteria in the near future, these have proven to be both acceptable and reliable, though sometimes downright difficult to meet! What it takes, in many cases, for the recipes to meet these criteria is a little patience and tender-loving care in successful recipe modification.

Not only is food content important, but also preparation—HOW it is made and by which cooking methods. For instance, broiling, baking, or grilling a breast of chicken is preferable to frying. Has the skin been removed? Are any tropical oils used?

All of these guidelines and more must be etched in stone and carefully adhered to for a program to be truly successful.

QUALITY CONTROL

This is where quality control comes into play—the component that can make or break any food service program. Nothing is worse for an employee with virtually no nutritional knowledge than buying a carton of 2 percent milk marked with the “seal of approval” (the apple) one day and the

next to find it stripped of its credentials. There is simply no better way than this to lose the trust of the employees and cause them to question the validity of a food service program. Are all of the items marked with apples REALLY better choices, or will they be given the nutritional axe next week too?

It is up to the cafeteria personnel—be it those who prepare the food, stock and label the items, or supervise the workers—to maintain a high level of consistency at all times.

TRAINING

Past experience shows the most effective and reliable method used to achieve consistent quality and excellence in all aspects of food service is through careful training of all cafeteria employees, reinforced by daily supervision and regular inspection of products.

Employee training is never an area to cut corners for the sake of time or money. A great deal of planning and preparation should go into the training session to achieve ideal results.

Don't forget employee turnover, which can throw a monkey-wrench into any successful program. In the long-run, proper training of new employees not only saves time and

money, but it also prevents bad habits from developing.

MARKETING PLAN

As is true with any type of business, a dynamic, well-prepared marketing plan is vital to the success of the program. Visibility is especially crucial. Banners, posters, place mats, ceiling dangles, electrostatic stickers and weekly menus are lively ideas to catch the eye of any employee.

If money is an issue, and it usually is, many of these items can be made under the creative hand of an artistic staff member.

KICK-OFF

After all the plans are made, marketing in place, and the staff is trained, it's time to kick off the food service program in style. Get everyone involved—employees, cafeteria workers and supervisors—even management! At TI, an enthusiastic site manager really drew a crowd by dishing out the new Count On It entree. Ideas for kick-off events and promotions could include offering 25-cent refills with the purchase of a promotional mug, frequent buyer cards (buy 10, get one free healthy entree), or free samples of new items. Have the cafeteria employees wear special promotional T-shirts and/or visors to bring special attention to the program during the kick-off.

Remember, it is imperative that the different service organizations within a company are willing and able to work together to achieve the common goal—a successful, healthy food service program. Without cooperation between management, the cafeteria, health promotion program, facilities, etc., no program will make it off the ground.



Jeanne Seichter is the director of health promotion at Texas Instruments, Inc. in Lewisville, Texas.

SAMPLE NUTRIENT CRITERIA MATRIX

Food Item	Calories Per Serving	Total Fat (G)**	Saturated Fat (G) ***
Meat, Fish, Poultry, Cheese (MFPC) Entree	<400	<13	<4
Processed Meats	<150	<5	<2
Sandwiches (MFPC)	<400	<13	<4
Soups	<150	<5	<2
Vegetables and Fruits	<60	<2	0

** Not to exceed 30 percent of total calories for one food item

*** Not to exceed 10 percent of total calories for one food item

Shower Facilities

Essential components of a shower room that fits the bill—theirs and yours.

by Donna L. Colline

In searching for the right recreation or fitness facility, a prospective user will often ask: "What type of equipment do you have?" "Are your aerobics classes high or low impact?" "What are your hours of operation?" These are fairly common questions those in the front lines are expected to respond to. But, have you ever heard anyone ask: "How often do you change the whirlpool water?" "Is

there a changing area

separate from the showers?" "Do you use any cleaners to prevent infection?" "How can you assure me I won't slip on the wet floors?"

Whether a user will ask, look, feel, or smell—they will find the answers to that second set of questions. And those answers are important factors in the decision-making process whether or not to become a member. When it comes to personal hygiene in a public environment, everyone is an expert with his or her own set of standards. Our clientele wants cleanliness, service, elbow room, privacy, safety, security and convenience. And it is our job to provide these elements for them.

Before we examine each of these elements, it is important to remember that each facility is unique in the people it serves, the pool of potential members it has to draw from, the purpose of its being, competition in the area, how much members are willing to pay and so on.

The first step to a crowd-pleasing shower room is knowing your customer. Learn as many of their demographics as possible: Age, gender, radius from home to club, work shifts, family size, customer expectations and anything else that will help you make decisions in hopes of meeting their needs. Whatever the size and scope of the clientele, these factors will dictate all aspects of your shower facility development.

CLEANLINESS

Across the board, cleanliness is first and foremost. Whether large, small, elite, or average, there are some basic principles about cleanliness which need to be built into the operations manual. The most basic is multiple daily inspections and the delegated authority to act upon one's findings. For maximum efficiency, I require a three times per day inspection of the premises:

- Opening rounds, to assure all is well for start of the day.
- Midday to clean up after early users and prepare for night-time crowds.
- Closing rounds to be sure all will be ready for the next day.

It is each inspector's or cleaner's responsibility to address anything they may find. If a situation can't be attended to immediately, a sign goes up explaining the problem with an apology for the inconvenience.

While this may seem like overkill, in reality it's standard operating procedure. There are a lot of "nooks and crannies" in a locker room. Lockers, showers, spas, sinks, toilets, etc. You will find that different "inspectors" hone in on different things. The more people looking, the better your chances of finding problem areas. Also, dirty equipment has to work harder. The sooner a problem is noticed and corrected, the less wear and tear on the equipment, the less down time, and the greater sense of satisfaction for your customers. Members notice, even in a locker room. Showing you really care does make a difference—it'll do wonders for your public relations.

SAFETY

Safety is another area generic to any facility. Most issues are addressed with a series of signs and a complete

set of rules and regulations. Many of these are required by your local board of health. You will probably add some of your own to limit liability. Here are a few examples of the signs I've found necessary:

- No lifeguard on duty. Swim at your own risk.
- Do not use whirlpool, steam or sauna alone.
- Maximum usage time of the whirlpool, steam or sauna is 15 minutes.
- Persons with heart conditions should have doctors' permission before using these areas.
- Call extension xxxx in case of emergency (This means that a phone or alarm system should be present for emergencies).

These signs do not release you from liability in negligent situations; however they do remind the patron to use extreme caution and common sense.

Traffic flow is a key issue. Usually one proceeds from lockers to toilet and grooming areas, to showers, spas, steam, etc. en route to the pool. For the convenience of those using the locker rooms without the pool, street shoes stay in the initial locker area. This pattern limits access of shoes with dust and dirt where bare feet will be walking. A middle entry often works well, allowing people the option of lockers or grooming areas upon entering.

FLOOR COVERAGE

Floor covering of these areas is a major consideration. A carpet to tile progression is a common site. There is some controversy over the issue of carpets and sanitary conditions. I have found that, if vacuumed daily, sprayed periodically with a germicide, and steam cleaned regularly—carpets will remain clean and safe. They belong strictly in DRY areas though. I'm referring to those parts of the locker room where a person will be coming in from the street or workout area, not dripping wet.

The key to "not dripping wet" is a spin dryer for bathing suits. I believe no locker room should be without one. For approximately \$1,000, you'll save yourself hours of headaches and the expense of eventual locker and carpet replacements. No puddles to soak the carpet. No rusty or rotted lockers. No suits hanging down the locker fronts. And, most importantly, your customer either stores or goes home with a barely damp article rather than a soaking wet swimming suit. With these precautions, locker areas can comfortably be floored with carpeting.

Next, put tile in the semi-wet, toilet and grooming areas, and on through the wet areas housing sinks, showers, steam, spas, etc. Lining these up en route to the pool provides for efficient traffic flow. Also, passing by the shower area promotes showering before entering the pool, which, in most cases, is a state law. A sign should be posted in plain site to remind patrons of this.

Tiles remain a mainstay in locker room flooring for wet areas. The smaller the tile, the more surface area for traction due to the corners. The tile should be made with abrasive materials. Also, ask that they be sealed before anyone walks on the floor. You'll find a sealed surface much easier to keep clean as water etc., cannot seep into the porous surface. But, be careful. Don't counteract the abrasive surface with a smooth, sleek, slippery sheen.

SHOWERS

Regarding the kinds of showers you'll want to install, bear in mind that women tend to prefer individual stalls with changing areas, whereas men are more accustomed to the traditional gang showers. It's a matter of past experience dictating local customs. If you can accommodate your female population sufficiently, gang showers are less costly to build (no walls to construct), and certainly allow for better utilization of space.

More than likely, however, you'll decide on individual shower stalls—mixing a couple with and a couple without separate changing areas. This mixture will assist in speeding up the process. Some women don't care about the changing area while some women demand their privacy.

I recommend installing one-piece acrylic shower units. They are attractive and provide an easy surface for cleaning. Tiles require excessive attention to keep free from mildew. Shower heads should be adjustable to accommodate different patrons' heights. Don't forget a bench, shelf, and/or hooks for toiletries and towels. Pegs often do the trick for towels. A sign may also be appropriate reminding persons of courtesy in showering quickly when others are waiting.

Some sort of drainage mat is recommended for when a user steps out of the shower. This will provide a clean, stable place to step, allowing water to drip through—hopefully down a drain to alleviate standing water.

Speaking of drains, architects rarely include enough drains to satisfy management. Here are some key places to insist on the presence of a drain:

- Just outside the shower
- Entry/exit to whirlpool
- Steam room floor
- In a series leading down the corridor from the pool
- In a series down the main aisle of the locker room near the toilets and sinks

As much as we wish this weren't so, sometimes it is necessary to squeegee water toward the drains to assist in the process. This might be necessary directly following peak usage times. An ounce of prevention reduces the risk of odors, bacteria and slipping.

A word of caution. If you use laminates as cabinets or partitions, do not allow your maintenance to hose down the tiles for cleaning. The water sprays up and is absorbed in the laminate—ruining the surface.

THE AMENITIES

Whirlpools, steam rooms and saunas are a wonder! However, they can also be a real turn-off. Whirlpools, for example, are not to be taken lightly. In order to maintain water clarity and sanitary conditions, I have found it necessary to dump, clean and completely refill twice weekly. This is highly a factor of bather load. You may find once, three times per week, or daily to be the necessary care for your bather load. Look at the water. Would you like to sit in there and relax? If the answer is no, the spa is not clean enough.

Water balance must be maintained with testing and adding chemicals. It's just a small pool, but the added factor of extreme heat intensifies control problems. Automatic chemical control could help to maintain that delicate balance. Also, someone must inspect daily and remove "bathtub ring." It appears in a whirlpool just as it does in your home. In addition, some type of anti-foam agent should be on hand at all times. Residual body creams, soaps and oils will foam up on occasion. You should be prepared to remove the foam rather than drain the pool in its entirety. Also, you may consider placing nonslip strips on the stairs of the spa. I have found this of particular importance since the movement of the water impairs one's vision of sure footing on the stairs.

Steam rooms and saunas require less attention, but nonetheless must be kept under tight scrutiny. Daily sweeping, scrubbing, and periodic spraying with a germicide are once again the routine maintenance needs.

Hair dryers are nice but cost \$75-\$100 for a reputable commercial type. This may be out of your price range considering they will break down and need to be replaced fairly often. If affordable, your members will greatly appreciate not having to transport their dryer from home or buy a second one to keep in their locker. Either way, be sure there are a few extra outlets for additional hair appliances.

Padlocks and doorlocks—you can flip a coin. If locks are provided on the locker they must be rotated for safety of personal contents. If they provide their own, you'll experience fewer hassels, but there is a greater chance that items will be left unlocked and theft may occur. Both keys and locks need to be replaced when lost or damaged.

Both types of locks provide a unique storage question. A box, bin, lazy susan, slot...there are all shapes and sizes. Look around. See what others have done. Your front desk lay-out will play a major part in the way you store your locks or keys. The actual lock space on the door also provides a challenge. If flush, locks will swing, scratching the paint and giving a less than polished appearance. If recessed, no scrapes from locks on the outside, they look nicer, but dust and powder collect in the recess—another housekeeping dilemma.


Half lockers are sufficient the majority of the time. A rack for hanging coats and clothes is a good idea. This method allows more room in the locker for workout clothes and shower accessories.

Another discussion arises in separating general use locker rooms from those with more amenities and services. Again, only you can decide who your customers are and what they want. This type of "separateness" is not necessary in most cases. However, your clients may expect it and if they are willing to pay for it then it just may be worth providing. Some things will be doubled up as a result—however, only you can make that determination.

CONCLUSION

As you see, there are no simple answers in shower room design. Much depends on you, your staff, clientele, budget, space and a complete needs assessment. I have tried to outline some of the items which should not be overlooked in

shower room design. They are a very costly part of the facility and receive so little recognition for their part. Compromises are inevitable but you don't have to sacrifice. One can provide the necessary services associated with a top-notch facility in such a way that the customer appreciates the forethought and the budget isn't bursting at the seams.

Remember each facility is unique in the people it serves; the pool of potential members it has to draw from; the purpose of its being; competition in the area; how much members are willing to pay; and so on. Know your customers and meet their expectations. 

Donna L. Colline is the manager for recreation and employee services, Materials & Controls Group, at Texas Instruments Incorporated in Attleboro, Massachusetts. There, TI employees enjoy the services of a 28,000 sq. ft. recreation and fitness facility housing a gymnasium, weight training room, cardiovascular fitness room, indoor jogging track, aerobics studio, six-lane swimming pool, whirlpools, steam rooms and saunas.

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Outdoor Adventure Programs

Would you like to develop employee self-esteem and cooperation? Prepare to embark on a learning experience in the outdoors.

by Roger J. Spacht, Re.D.

People need to seek a balance between abilities and responsibilities. Some individuals may approach tasks with uncertainty, while others approach them with confidence and create a novel or complex solution (Fiske, 1961). In an ever-complicated work environment, the gap between ability and job responsibilities can be stressful indeed.

Further training may be an answer. At the heart of an organization is an individual's ability for reasoning and learning. Unfortunately, the ability to reason or use judgement is difficult to transfer from person to person. These abilities must be transferred inductively, through personal experience. It will be leadership, talent and educational development that will help employees meet the complex requirements of an information-based society.

Tomorrow's workplace will not function successfully on totally authoritarian approaches, but must develop new methods to help employees make decisions. It will require people to take risks, to be innovative and to think democratically. Innovations in management will require persons to be comfortable with risk-taking without becoming distressed. It will be necessary for workers to make reliable judgements based on intuitive knowledge and sound reasoning. Success for organizations in the future will require individuals to cope with stress under a variety of situations, yet be skilled in risk-taking and decision-making. These skills can be developed and enhanced through outdoor adventure programs.

In an outdoor adventure program, employees leave the workplace and visit a natural setting, such as a state park, to learn this ability to take risks,

to deal with stress and to develop teamwork abilities and decision-making skills. They do this through a variety of challenging and purposefully stressful exercises. Let's take a look at a sample program, its rationale and implementation.

PROGRAM APPLICATIONS

High adventure activities provide an inherently meaningful human experience that relates directly to a particular outdoor environment. Certain amounts of risk are involved, depending upon the skills needed in the activity (Darst and Armstrong, 1980). The program is generally conducted in a wilderness or natural setting and may include such activities as backpacking, canoeing, rock climbing, caving and others. It is within this environment that employees must face, and come to terms with, fear of the unknown, risk and stress.

The primary reason for instituting an outdoor adventure program is developing the inner resources of the individual or group. This is accomplished through the physical and intellectual challenge inherent in the activities. Physical tasks require participants to understand their own capabilities and limitations and to make decisions as a group. An adventure program demands that participants learn new skills with other individuals in an unfamiliar environment and challenges the group to work together to accomplish goals, such as finding their way to a new campsite, or walking across a rope bridge.

Second, the adventure program allows the participant to make personal discoveries and to gain

insight about teamwork, leadership and other topics relevant to worklife. Through various activities, participants learn about themselves and have an opportunity to discover new techniques, which can then transfer this sense of discovery to the workplace.

Reasoning for oneself and collectively is a third significant thrust. Outdoor learning is necessary, but learning to rock climb or prepare food outdoors becomes secondary. Says an author of a book on the subject, "If you look at a situation and say, 'This just isn't possible,' then you turn your back on it and don't look for the possibilities...One must try difficult things...We want you to experience that feeling of helplessness and work your way through it" (Rice, 1979).

Demands at the workplace are often similar. A worker may undertake a project without knowledge of the outcome. Information needed for decision-making is not always available or obtainable to the individual or group. Goal achievement becomes more difficult and stress may result. The outdoor experience can provide opportunities for goal orientation and success by challenging, both physically and mentally, an individual and/or group to reach a goal. The adventure activity assists in acknowledging successful attainment of a goal and helping reduce stress.

THE PROGRAM PROCESS

Outdoor adventure programs can range from three to five days. Participants learn techniques on navigation, backcountry travel, emergency medical aid, menu and food preparation, equipment and clothing needs while experiencing various outdoor activities. Specialized leaders/facilitators will present this necessary information and assist in

the implementation of the program. The facilitator should have an extensive knowledge of group and human relations and management behavior training.

A significant portion of the program may be group participation on an "initiative ropes course." These courses are usually divided between low and high tasks.

Low tasks are designed to integrate individual personalities within a group while challenging individual and group abilities. Teamwork is essential; no one succeeds unless the group functions together in an attempt to complete the task. Such low course activities may include "the wall" or a trust fall. The "wall" requires the group to get all members over a 12- to 14-foot wall without the aid of other equipment. Trust falls develop inner strength and group trust. One member of the group stands on an elevated platform four to six feet above the ground with his/her back to the group; the remaining members of the group form two parallel facing lines and interlock hands; the individual falls backward into the arms of the group.

High rope activities allow for more individualized performance, but require support from the group for safety and encouragement. Obstacles are constructed from ropes, trees, cables, ladders, etc. to present challenge with controlled risk. Individuals test their spatial awareness, strength, agility, balance, flexibility, coordination and mental ability while overcoming challenges that produce perceived risk, usually due to the height at which the activity is performed.

Emphasized throughout the many possible phases of the program is the opportunity for debriefing and group discussion. Judgement, decision making, communication patterns, conflict resolution, intra-group discipline and other facets of group behavior can be approached. The leader/facilitator periodically discusses these factors with the participants and relates them to individual behaviors such as stress

management, fear reduction, rejection, failure and success. The leader/facilitator's task is to relate the experience to workplace situations.

CONCLUSION

An outdoor adventure program involves a series of challenging activities designed to help participants develop teamwork abilities and self-confidence. Participants return to their workplaces with improved abilities, such as resourcefulness, stress management, trust and teamwork. This can have a successful and meaningful impact on productivity and morale.



Roger J. Spacht, Re.D., is an assistant professor in recreation for the University of Delaware in Newark, Delaware.

Supportive Insoles Available



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- Offer a comfortable footbed to soothe tired feet.
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For more information, contact Force 10, P.O. Box 2488, Lehigh Valley, PA 18001-2488, (215) 264-3600.

Jerseys Available in Youth Sizes

Reach placket jerseys are now available in new youth sizes and colors from Foremost Athletic Apparel.

The new two-button placket youth style, made of 50/50 cotton-polyester fabric, has quarter length set-in sleeves for comfortable fit. It comes in eight solid colors and youth sizes S-XL.

The same jersey in adult sizes XS-XXL is stocked in twelve solid colors. A pinstripe version in adult sizes S-XXL may be ordered in four colors. All jerseys are available at all three foremost locations. Write for a free catalog.

For more information, contact Foremost Athletic Apparel, 1307 E. Maple Rd., Troy, MI 48063, (800) 433-9486, (313) 689-3850; or 10390 Shady Trail, Suite 100, Dallas, TX 75220, (800) 272-8700, (214) 350-3591; or 1364 Parkside Pl., Ontario, CA 91761, (800) 448-6344, (714) 923-0666.

Quantity Cookbook Available

To help cafeterias, restaurants, and caterers serve healthy meals, the Center for Science in the Public Interest (CSPI) has published the unique "Healthwise Quantity Cookbook."

Each of the 206 recipes is nutritious, yields 50 portions, provides a listing of key nutrients and

has been carefully taste- and kitchen-tested.

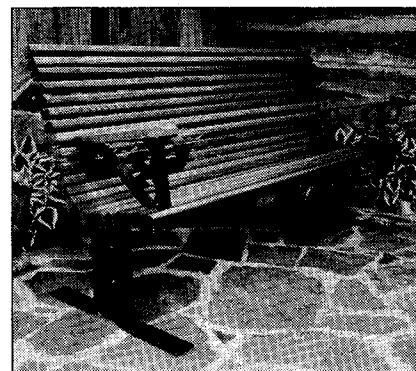
The 228-page hardcover cookbook includes recipes for flavorful entries which are both low-fat and low-salt. Food service directors will find new recipes for appetizers, breads and muffins, soups, salads and dressings, beef and pork, vegetables, vegetarian entrees and more.

This cookbook also includes dozens of tips and techniques for improving current recipes, such as reducing fat and cholesterol, boosting fiber intake, reducing sodium while enhancing flavor and seasoning with herbs and spices instead of salt.

The authors of "Healthwise Quantity Cookbook" are Stephanie Turner and Vivienne Aronowitz. Both are California nutritionists who have a total of 13 years of experience in food-service settings. Turner also writes a nutrition column for the San Francisco Chronicle.

For more information, contact CSPI-Healthwise Quantity Cookbook, 1501 16th St. N.W., Washington, D.C. 20036, (202) 332-9110.

Bench Available in New Design



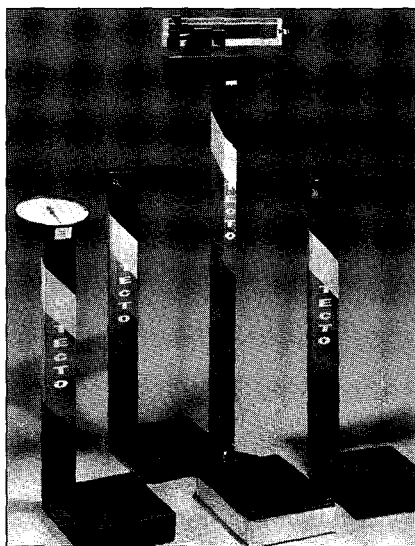
Cambridge Designs offer the Southland Bench with graceful contours, available with a full back and cast arms with a wood rest and either 22 vertical or 13 horizontal

slats. There is also a backless flat bench with four seat slats and two edge slats molded to contour.

These benches feature iron castings in powder-coated black with welded scroll construction. The frame is available either portable; for in-ground installation; or permanent on-ground installation, with bolts and holes for ground mount. Benches are 6' long, in either clear all-heart redwood or purple heart. The benches are packaged with all hardware, ready for field assembly.

For more information, contact Cambridge Designs, P.O. Box 765, Hillsdale, MI 49242, (517) 439-1591.

New Line of Scales



Detecto Scale Company offers a line of scales specifically for the sporting goods and fitness markets.

The scales include waist-high digital, dial and beam scales, and a mechanical eye-level scale. All scales are furnished with a black finish and silver striping. Capacities range up to 400 pounds, with graduations as fine as 4 ounces.

The eye-level scale comes with a chrome-plated base, and the platform on all the scales is covered with a tough, easy-to-clean slip-proof mat. The sleek, low profile euro styling is

made possible by the use of special alloys, extrusions and state-of-the-art construction material.

The beam scales feature an exclusive balance detector to provide "at a glance" determination of scale balance. The digital model is provided with a lb/kg conversion switch and a 1/2" high red display for easy weight viewing. Waist-high dial scales are supplied with a single-revolution dial for quick, accurate weight readings. Casters for scale portability and counterweights for increased capacity are also available for the eye-level scale.

For more information, contact Detecto Scale Co., P.O. Box 151, Webb City, MO 64870, (417) 673-4631.

Sun Protection Products Marketed Together

Dioptrics Medical Products, a leading sunglass manufacturer, announces the addition of a new sunblock lotion to its line of sun protection products.

The new lotion, called SolarShield Sunblock, was developed by dermatologists with a sun protection factor (SPF) of 15 and 30 to block the full spectrum of damaging UVA and UVB rays. Regular use of the moisturizing formula can help prevent premature aging and wrinkling and reduce the risk of sun-induced skin cancer. SolarShield Sunblock is designed for everyday protective use and is recommended as a makeup base.

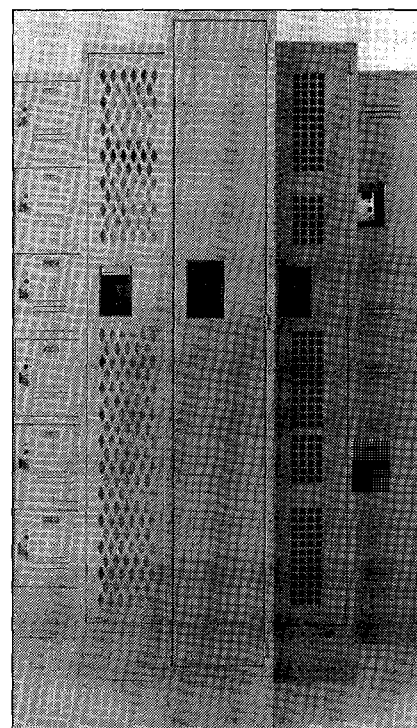
The SolarShield name has been recognized for its highly-protective sunglass line. By utilizing top and side shields and blocking 100 percent UVA and UVB rays, these unique sunglasses provide greater sun protection than conventional sunglasses.

For the first time, the consumer can select both sunglasses and sunblock lotion from one convenient stand. The appealing new stands, called Sun Protection Centers, feature the

SolarShield sunglasses and sunblock lotion. The centers are available in floor or counter-top styles, with a variety of attractive display headers and include sample packets and testers for consumer sampling.

For more information, contact Dioptrics Medical Products, Inc., 51 Zaca Ln., San Luis Obispo, CA 93401, (800) 422-9096 or (805) 541-0554.

Locker Line Introduced



Medart introduces a new locker line for the 1990s. The new line is available in bold, primary colors, as well as fresh pastels and versatile neutrals.

The new line also offers recessed handles and louvers to eliminate easily damaged protrusions and increase Medart's "tamper-proof" goals. Heavy-duty steel construction has been improved with more welds, new textured finishes, and new rattlefree lockrod assemblies. Medart's new "quiet locker" reduces noise pollution with the new lockrod

assembly, rubber cushions, and pan reinforcement with a sound deadener welded to the inside of the door.

Choose from an extensive range of designs including single, double and triple tier lockers; two person lockers; duplex lockers; 16-person lockers; and numerous specialty units. Options include extra shelves, wall hooks, center dividing partitions, a variety of locks, mirrors, towel bars, shelf hooks, golf ball trays and lockable private storage compartments.

For more information, contact Medart, P.O. Box 658, Medart Dr., Greenwood, MS 38930, (601) 453-2506.

Employee Benefits Report Released

Employee Benefit Research Institute (EBRI) recently released a report which answers frequently asked questions about employee benefits, illustrating their role in public policy and their importance to workers' economic security.

The report addresses 15 topics, including health insurance costs, flexible benefits, parental leave and the impending retiree health accounting rules. Among its findings:

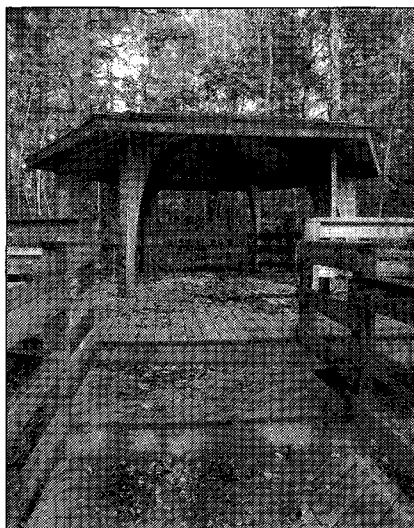
- Employers spent \$474 billion on noncash employee benefits in 1988. Since 1980, spending for retirement income benefits has declined as a proportion of total compensation, while spending for health benefits has grown.
- In 1989, 37 percent of full-time employees of medium-sized and large private establishments were eligible for unpaid maternity leave and 18 percent were eligible for unpaid paternity leave as an employee benefit. The maximum amount available was 20 weeks for maternity leave and 19 weeks for paternity leave. Employers with such programs have found that not all eligible employees take advantage of unpaid parental leave and those who do generally take only a portion of the

maximum available time.

- Based on a broad definition of social expenditures, the U.S. spent 18.2 percent of its Gross Domestic Product (GDP) on social programs in 1985. In comparison, France spent 34 percent of its GDP on social programs in 1985, followed closely by Sweden and the Netherlands.

For more information, contact EBRI, P.O. Box 4866, Hampden Station, Baltimore, MD 21211, (301) 338-6946.

New Shelter Offered



American Leisure Designs, a producer of this 32' Homecoming Series shelter, offers this design in six or eight-sided shapes, designed to meet and exceed all state and local building codes.

Support columns of the Homecoming Series are solid timber Southern Pine, premium structural grade and pressure-treated. Roof shingles are self-sealing laminated, fiberglass mat, asphalt shingle with ceramic coated rock granules. Cedar shakes are also available.

The Homecoming shelter ranges in size from 260 to 22,545 sq. feet and diameters that start at 20 feet, going up to 60 feet.

For more information, contact American Leisure Designs, P.O. Box

2000, Greenville, AL 36037, (800) 828-8038.

Games Catalog Available

World Wide Games, a manufacturer of games, presents *Quality Action Games*, a catalog of games for recreation, therapy and education.

Among the variety of games available, the catalog features wooden games crafted of select hardwoods like maple, cherry and walnut and are built for generations of play. Created and selected with the needs of healthcare and recreation professionals in mind, these games can help develop finger and manual dexterity, eye/hand coordination, concentration and problem-solving skills, stimulate sensory awareness and create group interaction and team play.

Replacement parts are also available to ensure years of play.

For more information, contact World Wide Games, P.O. Box 517, Colchester, CT 06415-0517, (800) 243-9232.

New Communication Book

McGraw-Hill presents *Are You Communicating? You Can't Manage Without It* by Donald Walton.

The 244-page book explains how to sharpen your communication skills using the principles of effective communication not only to persuade, guide and motivate people, but also to provide a solid foundation for success in both professional and personal situations.

Walton points out that people may spend 80 percent of the day listening, talking, writing and establishing rapport with others, but often fail to communicate effectively. He proves that successful communication is an essential skill for anyone who must constantly interact with others.

This book includes scores of anecdotes and examples that illustrate the techniques of communicating effectively. It features sage advice from the world's best communicators and top business leaders—from Winston Churchill to Lee Iacocca, from Barbara Walters to Harry Truman, and from Andy Rooney to Sigmund Freud.

Are You Communicating? examines such topics as becoming an interesting conversationalist; making the most of meetings; developing lively, persuasive presentations to sell one's ideas; writing stronger letters, memos and proposals; and choosing vigorous words and clear, convincing language.

For more information, contact McGraw-Hill Publishing Company, 11 W. 19th St., New York, NY 10011, (800) 2-McGraw or (212) 337-5945.

Tent Rental Directory Released

Planning an outdoor event? The Tent Rental Division of the Industrial Fabrics Association Int'l (IFAI) offers its updated Tent Rental Directory. This free directory contains listings of over 230 firms who rent and manufacture party, fair and commercial tents.

Tents come in all shapes, sizes and colors and they can hold an infinite number of people. The wide versatility of tents available can easily accommodate tables and chairs, dance floors, decorations, bands or D.J.s and innovative lighting, all of which are important to a party.

Rain or shine, a tent can shelter any party. Air conditioning or heating equipment is available to ensure the success of any tent event. Most important, the tent rental company takes care of all installation, maintenance and removal, so there is no inconvenience to you.

For more information, contact Tent Rental Directory, IFAI, 345 Cedar St., Suite 800, St. Paul, MN 55101, (612) 222-2508.



A Commitment to Excellence in Employee Services and Recreation

Founded over 25 years ago, the National Employee Services and Recreation Association (NESRA) Education and Research Foundation, a 501(c)(3) nonprofit organization, is the research arm of NESRA. It was created to equip the employee services and recreation manager or leader with the bottom-line data needed to support employee services and recreation programming.

Current Foundation projects include:

- Funding biannual field surveys delivering data on salaries, budgets and programming trends;
- Reviewing candidates wishing to conduct research which will supply data to members;
- Funding the publishing of a four-book series of texts concentrating on various subjects in employee services.

Contribute to the NESRA Education and Research Foundation and you will contribute to the expansion of the employee services and recreation field.

Send your tax-deductible donations to:

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2400 South Downing Avenue, Westchester, IL 60154

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Cleveland Employee Services Association/Cleveland, Ohio. Contact Phyllis Kytell: (216) 473-6565.

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Partners in Employee Events, Recreation and Services of Central Illinois/Bloomington, Illinois. Contact Joyce Mason: (309) 829-0456.

Warren and Youngstown Employee Services/Warren, Ohio. Contact Susan G. Novak: (216) 841-4523.

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(716) 422-3159

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Jersey Employee Recreational Services Association/Newark, New Jersey. Contact Dave Kneebone: (201) 235-7337.

League of Federal Recreation Associations/Washington, D.C. Contact Donald Sharland: (202) 373-2073.

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San Antonio Corporate Recreation Association/San Antonio, Texas. Contact Debbie Charo: (512) 498-1652.

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Employee Services and Recreation Orange County/Orange County, California. Contact Phyllis Smith: (714) 732-2432.

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Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California. Contact Jeannette Ross: (213) 413-3304.

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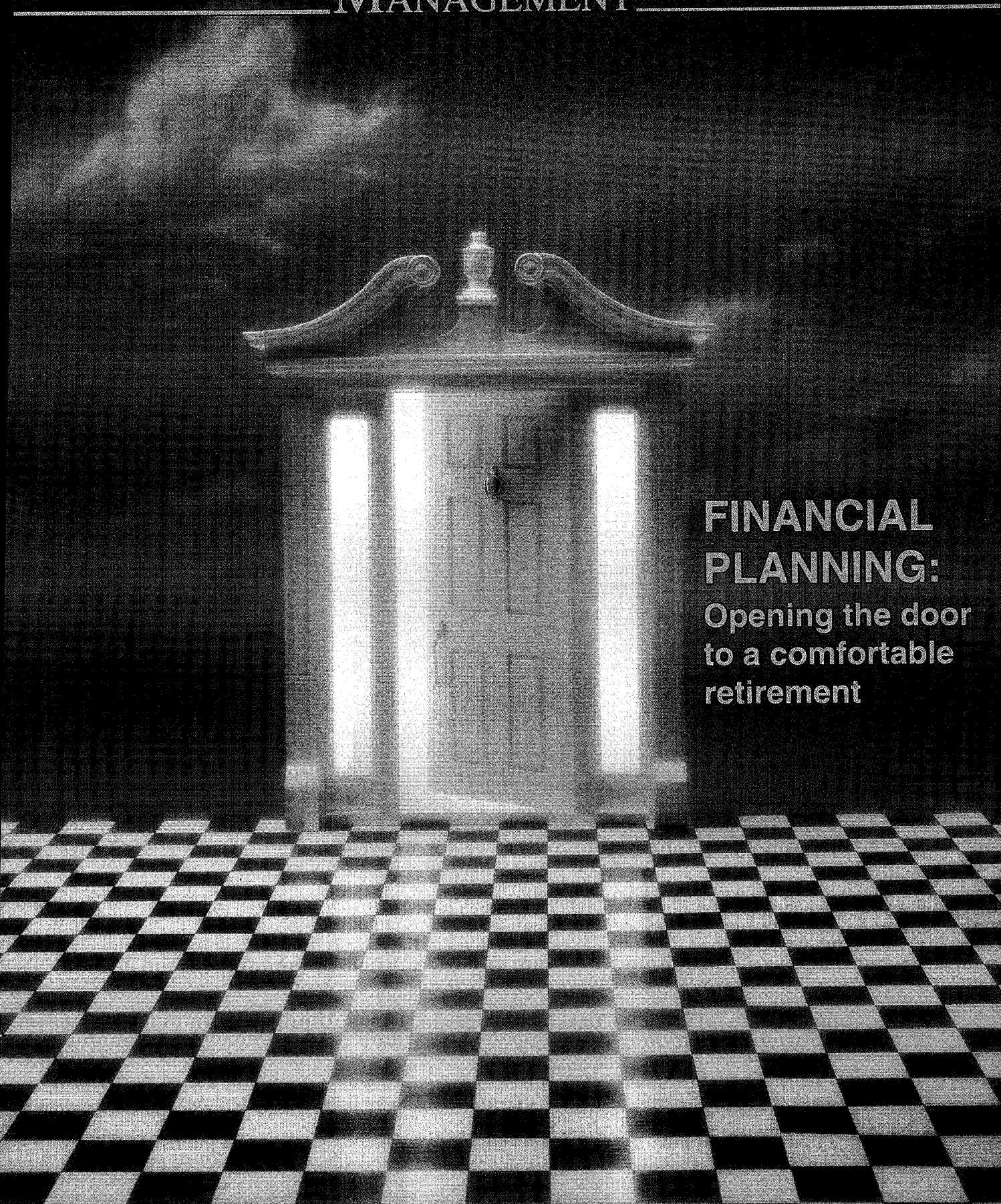
EMPLOYEE SERVICES

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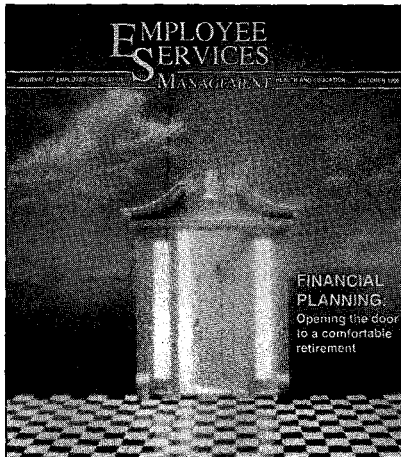
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OCTOBER 1990

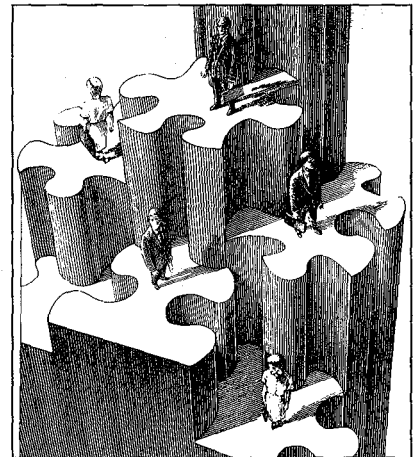
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Elderly Benefit from Pumping Iron

A group of frail 90-year-old men and women who did high-intensity weight training for eight weeks experienced a 174 percent average strength gain, according to research funded in part by the National Institute on Aging at the National Institutes of Health in Bethesda, MD.

The subjects showed remarkable improvements despite their advanced ages, sedentary habits and multiple disabling conditions.

These results show that improved muscle strength, size and mobility are not restricted to younger athletes and "challenge the expectations of decline in muscle strength associated with aging," says Dr. Maria Fiatarone, who headed the pilot study at Boston's Hebrew Rehabilitation Center for Aged (HRCA).

"We have demonstrated that high-intensity strength training is feasible and is associated with significant gains in strength and muscle mass in individuals up to 96 years of age," the research team reported in the June 13, 1990, *Journal of the American Medical Association*. This increased strength may help prevent falls, the most prevalent cause of injury in older persons, they predicted.

Just as younger individuals "must use it or lose it," the findings further suggest that an ongoing conditioning program is necessary to maintain improvements in muscle function.

The study included 10 nursing home residents, who were 86 to 96 years old. Under medical supervision, they performed weight-lifting exercises for their quadricep muscles three times a week (three sets of eight repetitions with each leg, with increasing weight as the study progressed).

The absolute weight lifted increased from about 16 pounds to 43 pounds with the right leg, and from

about 15 pounds to 41 pounds with the left.

After eight weeks of strength-training, two residents no longer required canes and one of three who could not initially rise from a chair without using his arms could do so.

Marathon Monitors

High-tech devices may make marathon photo finishes obsolete, reports *The Wall Street Journal*.

Marathon organizers are switching from name/number tags to wristwatch-sized devices that emit a unique low-power signal to help identify and time thousands of marathon runners. These radio tags have already been tested in the Los Angeles Marathon, in triathlons and cycling and wind-surfing races.

Radio tags, originally manufactured for industrial and transportation applications, are also being used in hospitals to keep track of wandering patients and to prevent mix-ups or even kidnapping of babies.

Afternoon Naps

Do you get sleepy in the afternoon? While many have thought mid-afternoon drowsiness was caused by eating a big lunch, recent research proves otherwise, reports *HRMagazine*.

The *International Herald Tribune*, France, reported that neurological scientists who have studied biological rhythms of sleep and alertness say the human body was meant to have a mid-afternoon nap. Researchers discovered that naps which last 30 to 90 minutes have "the best effect in increasing workers' alertness." These findings suggest naps can be very helpful to workers, such as medical

interns and truck drivers, whose jobs depend on their alertness.

There is documented evidence that work performance drops during mid-afternoon and during that time there is an increase in work-related accidents.

Early Retirement

Policymakers' efforts to reverse the trend toward early retirement among U.S. workers may be hampered by employees' preferences in retiring before age 65 and employers' interests in adjusting the labor supply to meet their needs, according to a report released by the Employee Benefit Research Institute (EBRI).

Early retirement is an issue for public programs because it reduces the earnings base that supports spending for older retirees and for private programs because of its potential effect on employer-based pensions and welfare benefits.

The labor force participation rate among men aged 55-64 fell from 83 percent in 1970 to 67.2 percent in 1989. Although workforce participation among women aged 45-54 increased substantially during this period, the proportion aged 55-64 who worked or were looking for work rose only from 43 percent to 45 percent. Currently, nearly one-half (48.2 percent) of all male workers and nearly 60 percent of female workers begin receiving Social Security benefits at age 62. Increased retirement income from public and private sources and insufficient incentives to continue working appear to be the main causes of this early retirement trend.

Employer-based pensions can often facilitate early withdrawal from the labor force. For example, defined contribution plans, which are becoming increasingly prevalent, allow workers to accumulate assets

that may be sufficient to support retirement at an early age. Tax laws penalize lump-sum distributions of pension assets before age 59 1/2, but distributions taken as lifetime annuities are available at any age. Similarly, a study examining the characteristics of approximately 1,500 defined benefit pension plans found that benefit accruals generally peak at the age of early retirement eligibility, thus providing a disincentive to continue working until the normal retirement age.

Controlling for the effects of financial variables, health status explains about one-fourth of the variation in retirement age, according to a study cited in the report. Among the population aged 45-64, the proportion who were unable to work because of ill health is said to have increased 50 percent since 1957.

Future declines in the number of new entrants into the labor force may

increase demand for labor and cause employers to encourage older workers to stay on the job longer. Reductions in the prevalence of retiree health benefits will have the same effect as reducing retirement compensation and will increase employees' incentives to remain employed, at least until they become eligible for Medicare benefits. Other inducements include the increase in the normal retirement age for receipt of Social Security benefits from age 65 to age 67 by the year 2017 and changes in laws and regulations to reduce age discrimination.

Golf as Career Leverage

More women are using golf to break the corporate old boys' network

and to improve their careers, reports *USA Today*.

On the golf course, there are opportunities to mingle with corporate executives and top clients. More women are recognizing these opportunities can lead to career success and are taking up the sport. Almost 41 percent of the 2 million new golfers in 1989 were women, an increase from 34 percent in 1985. Of the 5.4 million women playing golf, 47 percent have professional, managerial or administrative jobs.

On the golf course, tactful competition is acceptable. Here, a women can beat her boss at golf and still live to tell about it. All women need is a little talent and a knack for keeping to the number one rule of business golf—play fast.

Golf is also a great way to keep someone's attention when making the big sale. There are no telephones, secretaries, etc. on the golf course. By

A Commitment to Excellence in Employee Services and Recreation

Founded over 25 years ago, the National Employee Services and Recreation Association (NESRA) Education and Research Foundation, a 501(c)(3) nonprofit organization, is the research arm of NESRA. It was created to equip the employee services and recreation manager or leader with the bottom-line data needed to support employee services and recreation programming.

Current Foundation projects include:

- Funding biannual field surveys delivering data on salaries, budgets and programming trends;
- Reviewing candidates wishing to conduct research which will supply data to members;
- Funding the publishing of a four-book series of texts concentrating on various subjects in employee services.

Contribute to the NESRA Education and Research Foundation and you will contribute to the expansion of the employee services and recreation field.

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Thank you

weaving a little business talk in between swings or at the "19th hole" watering spot, businesswomen can use the soft-sell approach very effectively.

Playing golf with a person allows you to learn about his/her personality—whether s/he is hot-headed, conservative, or a gambler. You can use this information to choose your business approach.

So many businesswomen are taking up golf that a businesswomen-who-golf subculture is emerging.

Vacation Activities

Recent survey results reveal swimming is the most popular way people unwind while on vacation, reports *Fortune*.

When 18,400 Americans were asked this question, they responded with the following:

• Swimming	39 percent
• Sunbathing	19 percent
• Fishing	10 percent
• Camping	8 percent
• Hiking	8 percent
• Aerobics, jogging	6 percent
• Bird watching	6 percent
• Miniature golf	5 percent
• Bicycling	4 percent
• Powerboating	3 percent
• Golf	3 percent

Leisure Time

What keeps Americans from enjoying their leisure time? Money problems and family commitments are the most common obstacles, reports *American Demographics*.

Lack of money restricts the leisure plans of 70 percent of Americans, according to a recent poll revealed in The Roper Report. About 80 percent of people with household incomes under \$25,000, in households with children, or under age 30 say that lack of financial resources sometimes

makes it difficult for them to enjoy their free time.

Family commitments affected almost 60 percent, especially those aged 30 to 44. Of the dual-earner households and households with children, 75 percent report family commitments sometimes interfere with leisure activities. Study results also revealed that it is more likely for upper-income households rather than lower-income households to encounter the family interference. However, spending time with the family is sometimes the activity of choice. Seventy percent of all Americans say that spending time with their family is a very important part of their leisure activities.

Does work ever affect Americans' leisure time? Only 50 percent believe so. The effects of work on leisure time decrease with the employee's age but the strain increases with income. Sixty percent of college graduates and 70 percent of people in dual-income households say their work interferes with leisure.

Hot Seats

It's becoming more difficult to secure first-class seats on airplanes, reports *The Wall Street Journal*.

Free upgrades from coach to first-class have become the hottest awards in frequent-flier programs. Now, many airlines won't allow passengers to upgrade their seats until 24 hours before the flight. By this time, most of the seats have already been taken. Airlines frequently put potential upgraders on a standby list until the last minute, to be sure there would be room for those willing to pay for the first-class seat.

Some frequent fliers have developed a strategy to secure a first-class seat. They book a make-believe traveler in first-class. When the seats are unclaimed at the airport, airline counter agents go through their standby list and the schemers get the seats.

Some other frequent fliers use another tactic to get around the 24-hour rule: They book a make-believe first-class traveler days in advance and then cancel the reservation a few hours before the flight. Then, they call back to request an upgrade and they are usually told that a seat just became available.

With first-class seats becoming harder to get, some travelers are going to extremes to get what they want.

Dependent Care's Popularity

Less than one third of U.S. companies offer any form of dependent care assistance to their employees, according to a recent member survey by the Employment Management Association (EMA). Thirty percent of the responding companies offer childcare assistance; 17 percent offer eldercare and 3 percent offer sick childcare.

However, nearly three quarters of the companies without a dependent care program are considering one, particularly for childcare assistance.

These findings mark a dramatic shift toward dependent care since EMA members were last surveyed in early 1988. At that time, less than 20 percent of responding companies offered childcare and less than 15 percent were considering it.

Companies with dependent care programs say they benefit from improved employee morale and productivity and lower absenteeism. Those that do not offer assistance are deterred by the cost and state that it is not a high business priority.

Of the companies now offering dependent care assistance, the most common form is a resource and referral service, provided by nearly three quarters of those companies. For childcare, one third offer a direct employee subsidy and another third participate in a subsidized consortium with other companies. Other options

cited include awarding start-up funds each year for a childcare facility at or near the workplace and utilizing an employee reimbursement account.

The amount of employees using company childcare benefits ranged from 2-20 percent, with some respondents answering that their programs were too new to determine accurate figures.

A La Carte Hotel Services

You're familiar with ordering your meals a la carte in a restaurant, but have you heard of reserving a hotel room a la carte?

As reported in *The Wall Street Journal*, one new hotel company is offering a combination hotel and efficiency apartment for \$160 a week.

Guests pay the base rate and then are charged extra for sheets, towels, television and telephone. They can borrow the vacuum and clean their own room or they can pay \$15 a visit for a maid to clean.

This type of hotel will be in direct competition with other extended-stay hotels. A representative from the hotel believes corporate travel departments will choose the a la carte method to control travel lodging costs. This type of lodging will be more economical than other extended-stay hotels.

Work and Study

How many college grads work in the field in which they study? Only half in a recent study say their jobs are "highly related" to their college major; 18 percent say it's not related

at all, reports *USA Today*.

Two researchers from the University of Missouri, Columbia analyzed American College Testing's 1980-88 Alumni Survey of 55,000 graduates of 172 colleges.

Results show 20 percent say college prepared them poorly or not at all for their job. Of the respondents, those most likely to be working in the field in which they studied were health majors (84 percent), computer science majors (73 percent) and education majors (62 percent). Those least likely to be working in the field they studied were social science majors (17 percent), biological science (27 percent), communications (33 percent) and fine arts (34 percent).

Researchers suggest colleges should teach students how to think rather than how to perform specific skills.



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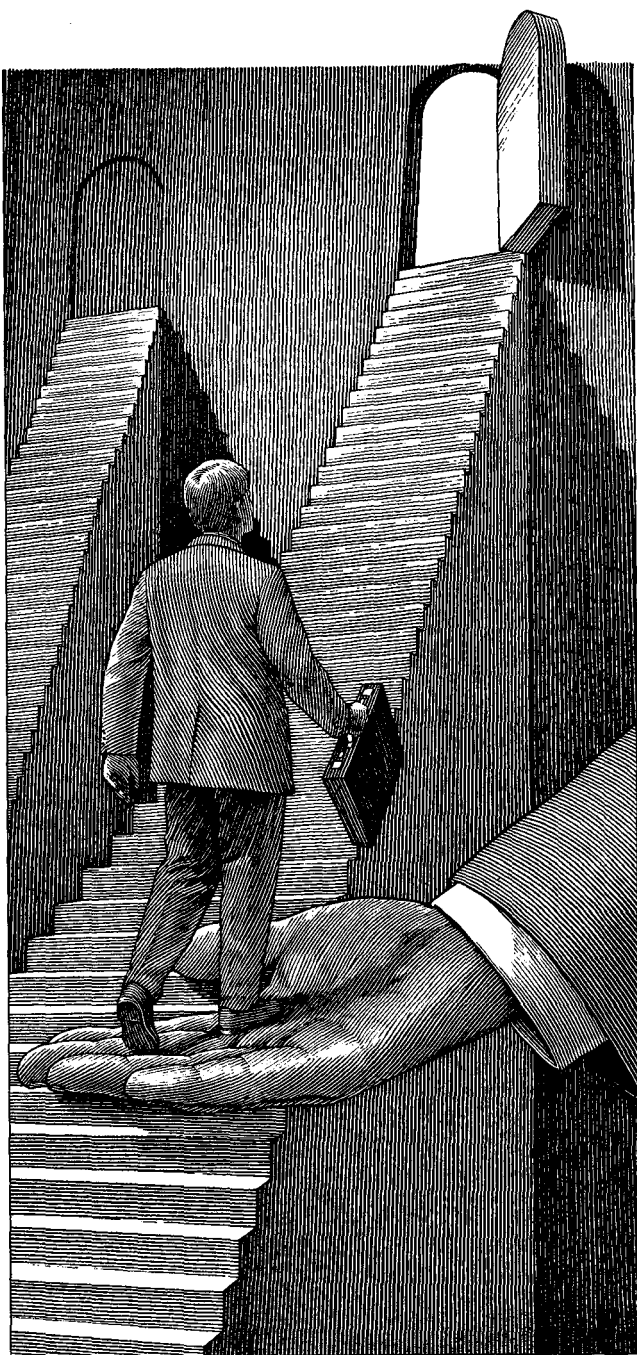
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Financial Planning:

Opening the Door to a Comfortable Retirement

Financial planning is a crucial element of a successful preretirement program. Because most financial plans take between five to ten years to develop, it's never too soon to offer a planning program available to all employees. Here are some facts to help you develop and implement a successful program.

by William F. Craig, CESRA

Much is being said and written about preretirement planning, personal financial planning, retiree benefits, etc. Regardless of the title, many of these programs ultimately require the services of a certified professional.

ES&R professionals can play a significant role in initiating programs of this type, creating interest in the subject, testing employee receptivity while at the same time alleviating any concerns our benefit planners and

managers may have.

Consider these facts:

- In just 10 years, 36 percent of the population will be 45 years of age or older.
- By 2010, 42 percent of the population will be 45 years of age or older.
- It takes five to 10 years to develop and implement a successful financial plan.

• According to a survey conducted by Daniel Yankelovich for IDS Financial Services, Americans want more information about retirement planning and convenient ways to save.

Many ES&R managers are already involved with preretirement programs which cover financial topics, health issues, relocation, second career/volunteer opportunities, etc. It is time to ask if these programs attract the proper audience and provide ample time to plan.

Financial planning is the key element of a successful preretirement program. A good financial plan starts with goal setting. As most people are not financial experts, how can we help our coworkers, and ourselves, think through this process via a preretirement planning program? Let's look at some of the issues.

WHEN TO BEGIN PLANNING

Anyone who is old enough to begin a career should also begin a financial plan for the future.

Unfortunately, many people do not begin financial planning until they are close to retirement age and many corporate preretirement programs reach people too late in the planning stage.

A study conducted by Virginia Richardson and Keith M. Kitty, published in *The Gerontologist* in February, 1989, indicated that income and age were two of the most important predictors of financial planning. Many people do not begin financial planning until they are close to retirement age because they have other concerns and don't realize the retirement years are approaching. Many are concerned with raising their children, financing education and paying off mortgages, which leaves little money for planning.

According to Warren, Gorham and Lamont's *Employee Benefits Report*, there is a 'retirement awareness zone'. This zone begins at age 45 or earlier, depending on when the employee is eligible to retire under his or her retirement plan. This should serve as a guide: Planning programs should be geared to all employees, not just the ones for whom retirement is eminent.

Before developing that process, remember the following:

- A common rule of thumb is that employees will need 70 percent of current gross income to live as well in retirement as they do now (*Money* magazine).
- If you're 35 or older, you'll need \$1.2 million to retire comfortably at age 65 (*Black Enterprise*, April, 1990).

Experts agree that financial planning should begin early

in an employee's career. The amount needed to fund a comfortable retirement may seem beyond our reach, but in fact, we can afford retirement if we plan early.

HOW MUCH TO SAVE

A basic element of any plan, particularly a retirement or financial plan, is establishing and setting financial goals to reach those objectives. There is plenty of information available on how to do this. Most people can handle it if it is presented properly.

Once employees have established a financial goal (or need) for retirement, there are a number of items to keep in mind when setting specific savings figures. One source states that couples should save between 5 and 10 percent of gross income and should start saving early (Knight Ridder).

Advance planning can help establish or estimate the amount needed for a comfortable retirement. For example, it takes a little less than eight years to produce a fund of

\$25,000 by saving \$200 a month at 7 percent interest compounded annually.

Here are a few more examples:

- Save \$1 per month for 15 years at 8 percent interest and you will have \$337.61.
- Save \$700 per month for 30 years at 8 percent interest and you will have \$1,000,000.
- An individual who plans on retiring in 15 years and needs an additional \$300,000 can achieve this goal by saving \$889 per month at 8 percent interest.

Descriptive flyers that help explain some basic rules can also help. The "Rule of 72" tells how long it will take to double money at a given rate of interest. Simply divide 72 by the interest the money is earning. For example, funds earning 6 percent interest will double in 12 years. Funds earning 9 percent interest will double in eight years.

We can also help employees work together to share methods and think about savings goals.

SAVINGS OPTIONS

Our role in this process is again to bring the information to our coworkers. In a 1984 Yankelovich Survey, the "Sources of Retirement Income" were listed as follows: Social Security, 27 percent; company pension, 25 percent; IRA/Keogh, 15 percent; personal savings and investments, 12 percent; other (e.g. home), 21 percent.

We in ES&R do not need to be able to explain all the technical aspects of each area, but we should be in a position to bring the information to the workplace as conveniently as possible.

Remember, 10 years of steady annual inflation of 5 percent would slash the spending power of a fixed monthly income by 40 percent. Thus, the amount needed must take into account the impact or potential impact of inflation; this will affect the savings options.

There are plenty of resources available to help explain low risk savings options such as money market accounts, tax-free money market funds, treasury bills, U.S. Savings Bonds, certificates of deposit (CDs), etc.—or high risk options such as treasury notes and bonds, government agency bonds, income producing mutual funds, high income common stocks, etc.

While ES&R managers need not be technical experts in each area, we should be aware of the options and identify the resources that can be used to present each item to our coworkers without incurring any liability for ourselves or our companies. Guest speakers from financial institutions or publications, article reprints, college professors, etc. are a small sample of the resources at our disposal.

CONSIDERATIONS

What should an ES&R manager consider when offering preretirement/financial planning programs?

We have a few major considerations:

- What is the corporate attitude on financial planning or counseling?
- Are the external resources you plan on using truly neutral financial resources? Will the program or activity you propose help your coworkers understand their benefits, outside investment options, etc., and not endorse or appear to endorse a product or firm?
- Will this program lead to other programs that can contribute to the corporate plan?

You may find that continuing to work after a formal retirement is an essential part of some individuals' successful retirement programs. This may be for income or mental health reasons, but whatever the reason, it can again contribute to the corporate effort by providing a known, efficient and dedicated workforce at a time when the nation is gearing up for a shortage of qualified help. Individuals who plan early, and through that planning determine they need to continue to work, will most probably do all they can to ensure they are perceived as productive staff members so they will have opportunities to return after retirement. At this point we can involve retirees in programs such as:

- Rehire retirees as part-timers.
- Hire retirees as employee store staff.
- Set up in-house temporary services using retirees.
- Train retirees to conduct financial planning/retirement planning programs.

In addition, as part of our ES&R functions, we should maintain positive relations with our retirees by using newsletters and discount services and by encouraging participation in employee programs.


CONCLUSION

For years, communications—or lack of communications—was touted as the problem or solution for particular workplace issues. If something needed to be corrected or emphasized, we devised elaborate communications programs.

More recently, however, education appears to be the answer to many of our workplace issues. The more we and our coworkers know about a particular subject, the better we will be able to address the issues.

Two surveys conducted by Daniel Yankelovich and involving human resources executives (1988) and employees (1989) indicated that:

- Retirement is the number one financial concern of employees.
- Financial worries hurt productivity.
- Employees want more information on how to save for retirement.
- Helping employees manage money helps the company.

Certainly, ES&R managers can do a great deal to develop educational programs directed at providing methods for easily determining the financial needs of retirement, initiating programs to explore the options in general, giving our coworkers the confidence to take the initiative for their successful future and involving retirees in company activities and using their expertise in ways that benefit both the organization and the retired employees. The ES&R manager who initiates preretirement/financial planning sessions helps employees plan for their futures—an excellent way for the organization to show its concern for employee well-being. 

William F. Craig, CESRA, certified benefits paralegal, is vice president of employee services at Chase Manhattan Bank in New York, New York.

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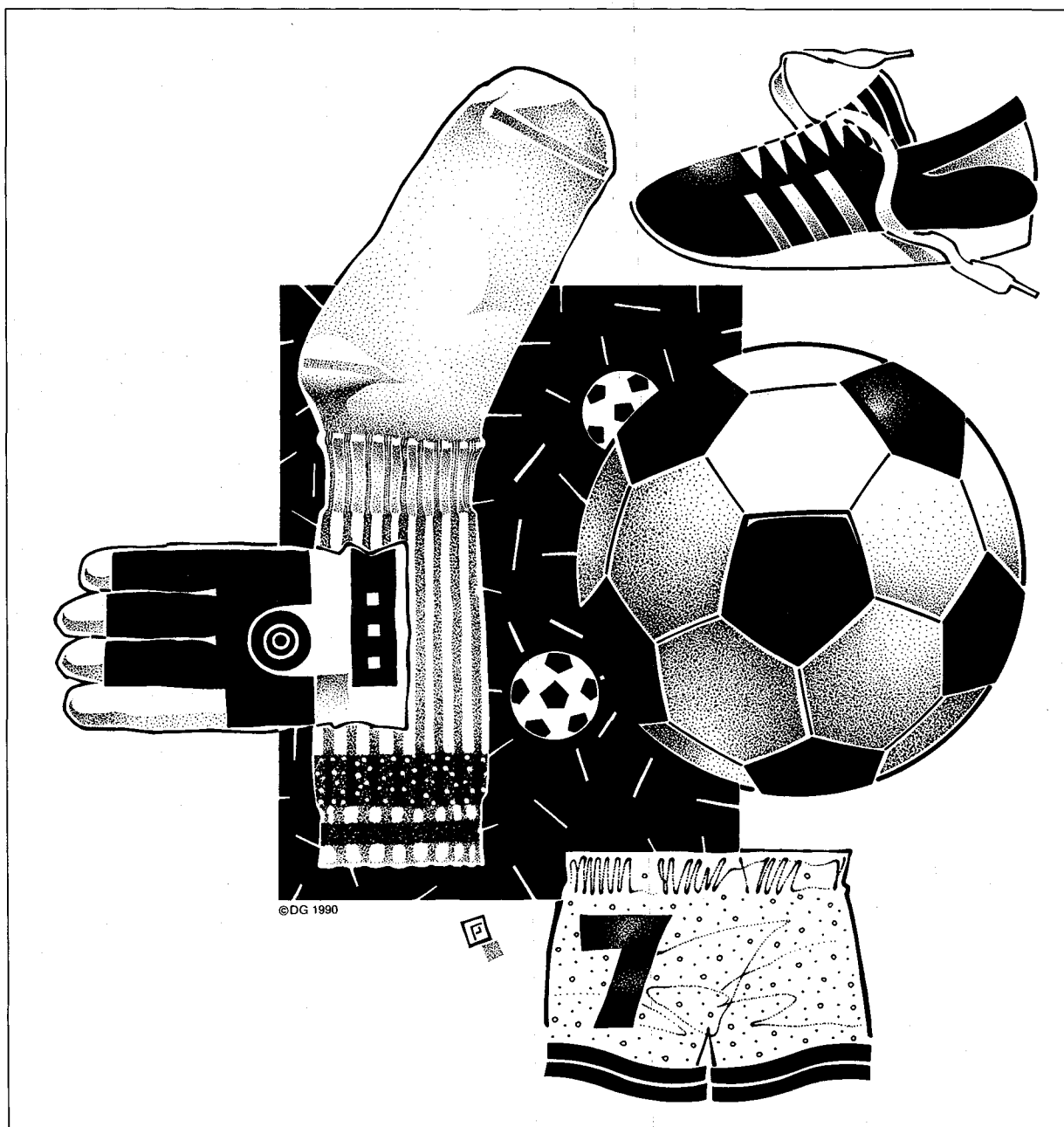
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Unique Games, New Games and Games You Don't Want to Play



collected by Elizabeth D. Martinet, editor

dedicated to anyone who ever tried to make a game more interesting by changing the rules a bit

Playing is one of our best tools for self-expression. We begin playing as children; playing hide-and-seek, playing house, playing games in which we make up the rules as we go along. By the time we're adults, play has become so entrenched in our lifestyles that we don't even call it play any more. We might call what we do recreation, we might call it a game, or we might call it relaxation. No matter what we call our leisure-time activities, though, it all boils down to playtime. In fact, our playtime indicates who we are. That's why one of the best ways to unite a group of people is to have them play a game together. It changes strangers into teammates, shy people into competitors and leaders. Because we're all experts at playing, all we need to know is "What are the rules?" "What do we need to play the game?" and "Are we going to get hurt doing this?"

This list of games is with anyone who likes to play—or to use the professional term, to recreate—in mind. Some games aren't new, they've just become more popular. Some games are downright unplayable, but they're interesting. You'll find that no computer games are listed. We've done this on purpose. After all, when was the last time you planned a Nintendo tournament for 300 employees?

We're not suggesting that all these games are reasonable, safe, or in any way recommended by the surgeon general. But if you read a description that sounds like fun, or if you read one that sounds frightening and you'd never encourage anyone to try it, then we've succeeded in giving you some "play for thought."

We just want you to remember that playing is fun. Hard work, yes, especially if you're the one doing the planning, but it is fun—it's supposed to be. Enjoy reading this collection of unique games, tried-and-true games, learning games and more. It was fun gathering the information for you!

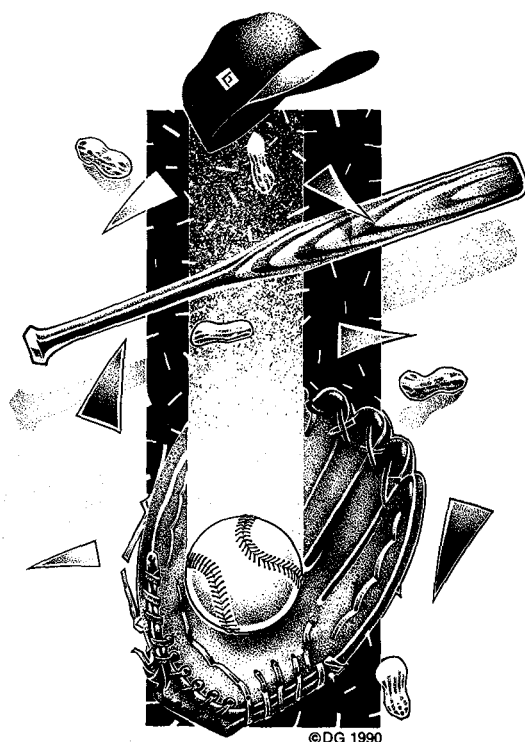
FAMILY GAMES

Rock Climbing: This is becoming an activity for the whole family. Outfitters are rigging harnesses for children, so everyone can experience the adventure. As always, instructors will guide mom, dad *and* the kids through the thrill and challenge of climbing up cliffs. Unlike repelling, rock climbing doesn't seem to traumatize children, as many parents are quick to point out that children are natural climbers.

Volkssporting: Literally 'a sport of the people,' volkssporting was created so everyone of all ages, skill and fitness levels can participate in activities together. Volkssporting events consist of one or more of the following: Walking, bicycling, swimming and skiing. There is no competitive factor; the philosophy is that

everyone can and should participate in some lifetime program of exercise. Walking courses are 10- to 20-kilometer trails on scenic routes. The courses are circular, so people finish at the starting point. Bicycle trails are 25 kilometers (15.5 miles) in length. Swims are conducted for distances of 300 meters and up. Skiing trails are 10 to 20 kilometers long. In all activities, participants choose the speed, pace or distance of their courses.

Volkssporting events have an open starting time; people can finish any time before the announced closing time. Although volkssporting is noncompetitive, participants can receive various individual awards for completing all of the events. Basically, volkssporting is a triathlon in which an individual who completes all the events of the day is a personal winner.



GAMES WITH A TWIST

Frisbee Golf: Make the hole a standing-up hoop and the golfball a frisbee, and this is what you get. Played on many college campuses, the trick is to throw the frisbee through the hoop. You can alter the height and distance of the hoop, according to your players' expertise or inclination. Feel free to change the rules; make participants throw the frisbee backwards, or make a relay race out of the activity.

Plane Aerobics: Fun for the whole plane! One airline features a nine-minute plane aerobic workout video. Passengers watch or participate as three leotard-clad

instructors lead them through a series of stretching exercises such as head rolls, shoulder shrugs and toe taps, designed to relieve the tension and fatigue of long-distance flying. For obvious reasons, most of the motions are directed overhead or in front of the body.

INTERNATIONAL GAMES

Buzkashi: This is not a sport for the weak, timid, or really for much of anyone. It is, however, the national sport of Afghanistan. It is a dangerous game played on horseback with very few rules, which leaves plenty of room for players' interpretation. The stadium is a field dampened down to keep horses' hooves from churning up clouds of dust. Three eight-foot circles are chalked on the ground, each several yards apart, forming a triangle. A hundred yards (or so) behind the circles, a pole with a pennant flag is stuck into the ground.

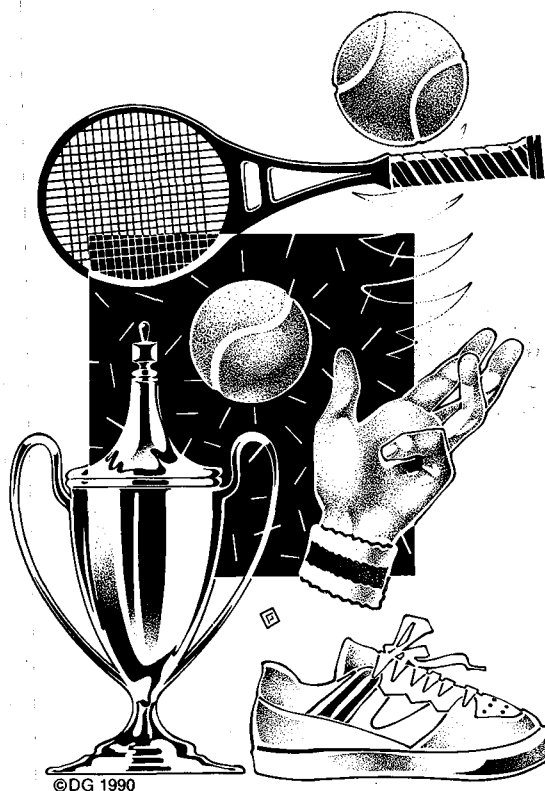
In the circle farthest from the flag, officials place the headless, hoofless carcass of a newly slaughtered calf. The whip-wielding riders surge from all sides to the circle. The riders try to reach the calf first, leaning off their saddles to swoop it up.

Once a rider has the calf, riders from the opposing team try to block him to keep him from breaking out of the circle. If the calf-bearer does break out, he must attempt to reach the flagpole and ride around it, earning his team a point. He must then ride and drop the carcass into one of the two "scoring" circles to earn two more points for his team. All this happens while the other team tries to grab the carcass from the rider. This is definitely not a quiet game of tag.

If a two-point score has been made, a jorchi, the equivalent of a rodeo clown, takes "center stage" while a representative of the sponsor rewards the successful rider, usually with cash. While the award is passed out, the other riders gather to restart the game as the calf is placed back in the circle.

The competition continues nonstop for hours and can take place over the course of many days.

Cricket: Although cricket is the third most popular team sport in the world, after soccer and basketball, it is the most mysterious of sports to the average American. Cricket is a bat and ball sport, which resembles baseball or softball. There are two teams, one trying to score runs, and the other trying to get batters out. Here the similarities end, though. Officially, there are 11 players per team, two cricket bats, two wickets (two sets of three short wooden poles) and a pair of wicket-keeping gloves (the cricket equivalent of the catcher's mitt). Played in any open, level grassy area, the wickets are placed in the ground in the middle of the playing area, facing each other, 22 yards apart. They function something like bases. The playing



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area is a large circle, marked by chalk lines (safety zones, in which a batter can't be tagged out), with the wickets positioned in the center.

There are no balls or strikes. There are two batters, one positioned at each wicket. The pitcher (called a bowler) pitches six balls to each batter. With the exception of the wicket-keeper, who tosses back any pitches the batter misses, all other fielders must play barehanded.

When a player hits the ball past the fielders, the two batters can run back and forth, carrying their bats, from wicket to wicket as often as they feel they can do so without being tagged out. The batter doesn't have to run though. S/he can wait till the next pitch, because a player keeps batting until s/he is tagged out.

There are three basic ways to get a batter out:

- If the bowler gets the ball past the batter and hits the batter's wicket, the batter is immediately out.
- If the batter hits a ball which any fielder catches on the fly, exactly as in baseball.
- If the batter, while batting, hits his or her own wicket, with either bat or body, even if accidentally, s/he is out.

Every member of the team gets a turn at bat before the fielding team comes to bat.

Pachinko: The biggest industry in Japan earns a description here. Pachinko is Japanese pinball. Unlike American pinball, this game has tangible rewards.

The vertical game is modeled after a turn-of-the-century Detroit pinball game called Corinthian. Players sit

in front of glass-encased machines and send a steady stream of steel pellets into a maze of copper alloy pins that guard a few tiny portals into which the player hopes the balls will fall. When this happens, players win more steel balls.

The steel balls can be traded in for prizes. The prizes, ranging from underwear to sausages, can then be sold to a "buy back" shop located nearby for cash. Some pachinko players earn from 300,000 yen (\$2,100) to 1 million yen (\$7,150) per month, all of which is virtually tax-free.

LEARNING GAMES

The Accounting Game: Businesses have good reason to be concerned with the questionable skills of employees. Fortunately, organizations exist which make learning fun and show definite improvements in employee ability.

For example, a daylong seminar created by Quantum Educational Discoveries, Inc., called The Accounting Game, greatly improves participants' understanding and ability to use basic accounting principles.

First, participants close their eyes and listen to a tape that takes them back to when they were seven years old and wanted to open a lemonade stand. When they open their eyes, the room has been transformed to resemble a seven-year-old's birthday party.

To keep participants interested, the game uses a colorful board; balloons; whistles; red, blue and yellow signs; sliced fruit; soft music; and a lively instructor.

Students, or players, begin the game with a round of Simon Says to set the tone of full participation. Then, using the lemonade stand example, players learn the functions of cash, notes receivable, notes payable, retained

earnings, cash accounting, inventory and other basic accounting principles.

Pregame test scores average at 65 percent; after the game, most students score at least 92 percent.

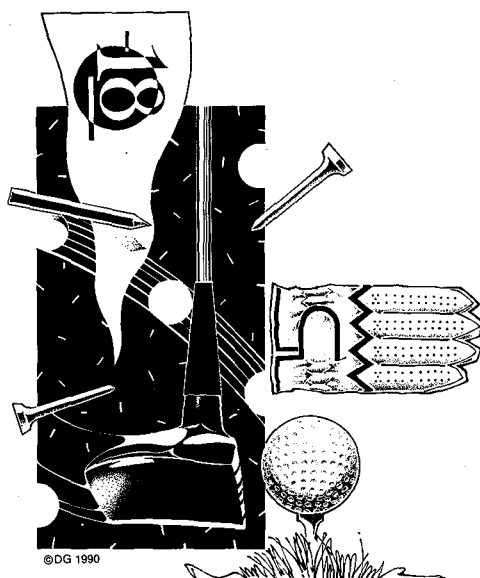
A lesson to employee services and recreation managers: When you plan educational activities for employees, include an element of fun and excitement. Employees will learn and enjoy themselves more.

TRIED, TRUE AND BACK IN STYLE


Golf: Golf has enjoyed a strong resurgence in popularity. No longer just a place where male doctors and executives go to "do business" while relaxing, women and children are getting involved in the sport as well. If you're planning a golf outing in the future, you may want to consider playing "best ball." In best ball, each 'team' shoots into the fairway. The ball that goes the farthest is the 'best ball.' The other teammates then pick up their golfballs and swing from the best ball spot. The following swings, everyone does the same. This helps hurry the game along and reduces the differences between experienced and novice players.

Horseshoes: President Bush's love of the game has spurred interest among many Americans—horseshoe clubs are even experiencing increases in membership because of this.

The principle is fairly simple. Two pegs are placed 40 feet apart, preferably on flat ground. Two teams, one on each side of the "field," throw for accuracy. Points are given based on whether the horseshoe touches the peg, and extra points are given for getting a shoe around the peg, a "shoe in one" if you will. Horseshoes weigh approximately 2 1/2 pounds and are not the same as real horseshoes.



CONCLUSION

These are just a few of the more interesting, or new-and-improved, games we discovered. Please remember to use your own ingenuity to change rules, make new games—in short, to help your participants have fun. Or, if you're running low on ideas and don't know where your next noncompetitive or competitive-but-accommodating game is going to come from, ask an expert: A child. 

SOURCES

For a listing of the sources we used for this article, please contact NESRA Headquarters.



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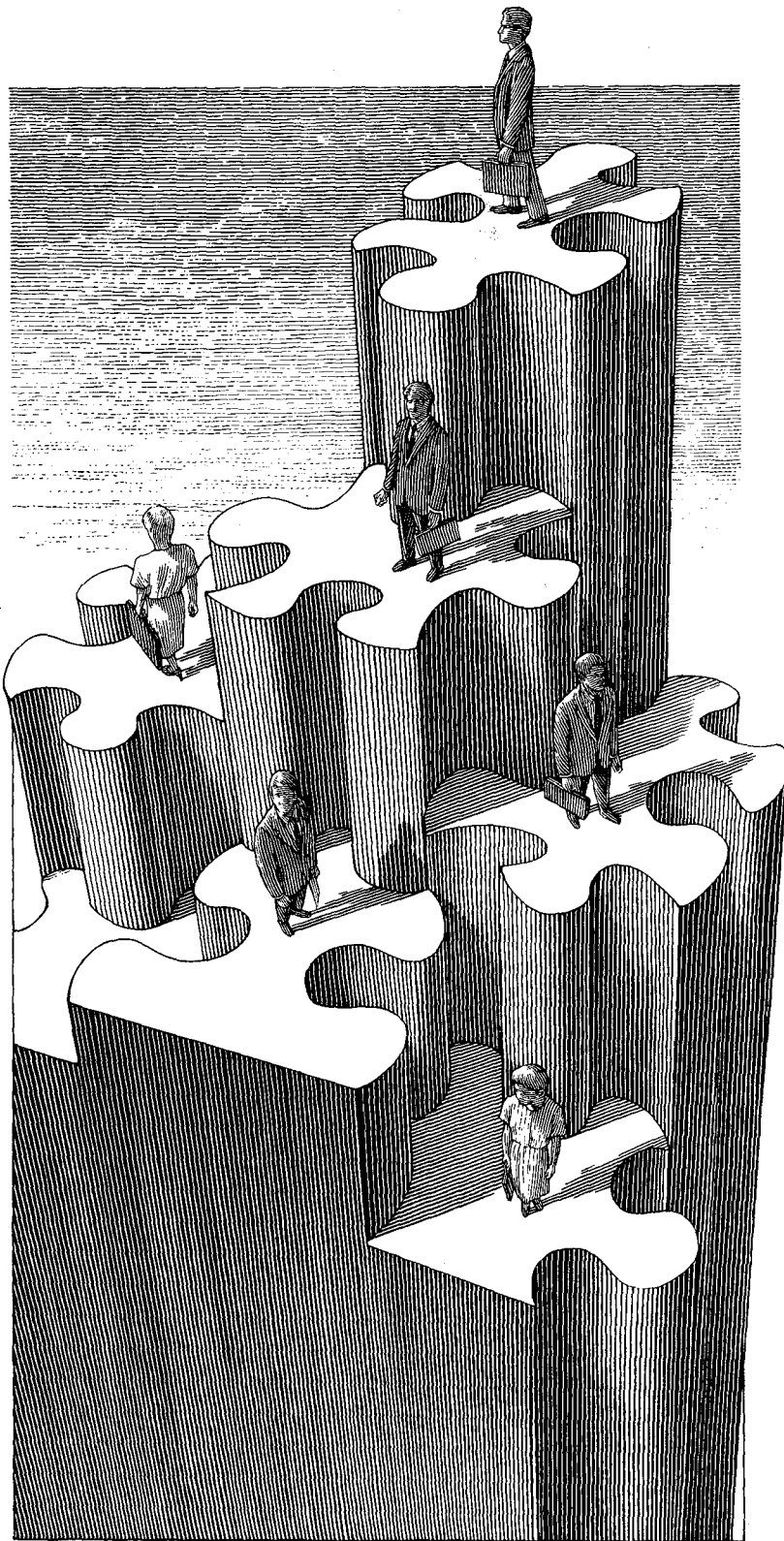
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HOW TO HANDLE A CAREER PLATEAU



In order to learn more about the ES&R field's limitations and possibilities, NESRA interviewed several of its members. The names have been changed, peoples' experiences combined and career paths left out to protect their identities. What remains are fundamental truths about career plateaus and how you can handle this eventuality yourself, given your own goals and your organization's culture.

by Elizabeth D. Martinet, editor

When you assumed employee services and recreation responsibilities, either full-time or in addition to your other job requirements, you had probably already ruled out being president of the company one day. Perhaps you wanted a certain degree of freedom; ES&R certainly has entrepreneurial aspects to it. Perhaps you were motivated by the desire to help people recreate, to teach them something valuable about themselves, to help them live healthier lives.

Whatever your motive for being in ES&R, what happens when you've achieved all you want to—or all you can—and you can't do any more, given your current organizational structure? What happens when you've reached your salary limitations?

Further, what happens when your job becomes predictable, boring and you can't think of any new projects to tackle? You have plateaued.

While the dictionary definition of being plateaued sounds rather comfortable, "to reach a level, period or condition of stability," the reality of the situation can be very stressful. When a person realizes s/he is plateaued, it usually occurs well before retirement. Even though workplace demographics indicate people make at least three job changes in a career, there is a big difference between changing jobs because you want to and realizing you've gone as far as you can in your profession. A career plateau can be the source of myriad emotions: Disillusionment with the position, anger or resentment directed at the organization, fear or a feeling of helplessness, just to name a few.

The truth of the matter is that anyone involved in ES&R will eventually plateau; there is a limit to how far you can go in an organization. Where that limit is depends on the organization and on your personal ambition and skills.

This does not mean you shouldn't pursue your ES&R goals, nor does it mean that you should approach your projects with apathy because "it won't make a difference." What it does mean is that you will be faced with choices about your career, given your experience, your projects and your accomplishments. While the prospects can be frightening, a career plateau is definitely survivable. It can even be good for you.

RECOGNIZING A PLATEAU

A plateau is the point at which you can't advance any further in your organization; or your salary has reached its

limits. For most people, the former occurs before the latter.

Either way, you need to decide if your plateau is a problem for you. For some people, knowing the requirements of the job, being able to carry through all projects confidently and being respected for what they do is enough. If this is the case, you have already worked through your plateau.

But what if your situation isn't acceptable to you? Remember, there are different kinds of plateaus. You might have been promoted as much as you can possibly be promoted; you might be tired of running the same programs all the time and you want more; you might really like working for your organization and you don't want to

leave, but you don't want to stay where you are. Whatever the reason, you must be honest with yourself. Don't confuse burnout with a career pause. If you're not enjoying your work, you must take the time to discover why.

Once you've analyzed your situation, if you've decided you are, in fact, plateaued, or if you foresee being plateaued in the future, there are a number of ways to deal with the situation. Here are a few.

CREATE ADDITIONAL PROJECTS

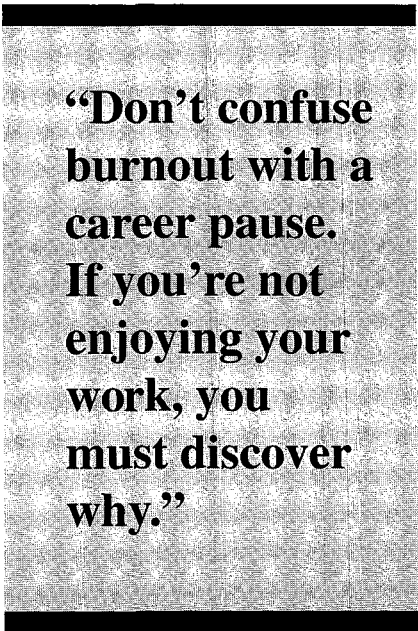
Once Sue reached the top level in her department, she was forced to deal with the fact that she could go no

further. While she enjoyed her position, she also knew she wanted more. She didn't leave the organization. Rather, she created additional projects to keep her excited about her work.

While there are portions of her position she still finds mundane, she enjoys a few new assignments. For her, the comfort of being in a position she knows and performs well—and receives recognition for—and the ability to find new projects to keep her interested is a good compromise.

Sue's situation illustrates that a career plateau is not a once-in-a-lifetime rite of passage to bigger and better job responsibilities. Plateaus occur regularly. The easy ones to handle are the ones you experience when you enter the workforce. After a couple years in one department, you express your interest in another position and if your organization views you as a "star performer," you can be promoted. What is different about Sue's plateau is that she can't be promoted any more. She IS at the top of her field in her organization.

Sue's situation is indicative of many: She worked through her plateau by herself. In addition to her new



**"Don't confuse
burnout with a
career pause.
If you're not
enjoying your
work, you
must discover
why."**

assignments, Sue practices what she preaches on the job. She is active in the community and takes pride in her accomplishments outside of work.

CHANGE YOUR RESPONSIBILITIES

Tom was tired of planning the same programs. Although his organization encouraged him to develop as much as he could, he had reached his limit. His company already had a facility; he already had management's support for his undertakings; he had a capable, qualified staff; he was well-respected. He was loyal to the company and didn't want to leave because of his retirement plan and benefits package, but he was tired of his current job responsibilities.

Tom is a prime example of how complex a plateau really is. There are more factors involved than just whether he could be promoted any more; he knew he couldn't be. He wasn't just "burnt-out;" there were new projects he could undertake, but he approached them in the same manner as all his other projects. He had reached the personal and professional limits of what he could accomplish on the job.

Fortunately, Tom had the support of the organization. He paid attention to job openings in other departments and when he found one that met his abilities and personal goals, he interviewed for the position and was offered the job.

Tom took the time to analyze his goals; and he knew that he wanted to stay with the organization. For Tom, management support was crucial in dealing with his plateau.

TAKE ADVANTAGE OF ES&R's POSSIBILITIES

John is newly plateaued. Like Tom and Sue, he has reached the upper limits of an ES&R career path in his organization. In the process of dealing with the knowledge that he can't be promoted any more, he has done quite a bit of soul-searching to discover what he does and does not enjoy about his job. While his job is still challenging, he knows that he will need to be even more creative in the future to keep his responsibilities interesting.

Fortunately, he has realized that what he likes about his position is the entrepreneurial edge ES&R can offer. For example, if he becomes director of the employee association, he realizes he can work to help the employee association become more self-sufficient. It is because of this that, although he is plateaued in his profession, he still has options available.

YOUR PERSONAL APPROACH

The experiences of Sue, Tom and John show us no two plateaued people are alike, especially given the diversity of the employee services and recreation field and the complexity of organizational cultures. It is therefore mandatory for you to develop a personal action plan if you sense a plateau in the next few years, or if you are already floundering in your own stagnant career-juices.

Your first step is to decide whether you are, in fact, plateaued. Talk to other professionals in your field to learn more about their programs and their organizational challenges. An excellent way to do this is to network among your NESRA peers.

Plateaus are not necessarily bad. For example, Bonnie has been plateaued for a number of years. She is comfortable with her position and shares a good working relationship with her peers. While her program offerings will not change in the foreseeable future, she doesn't mind. She is satisfied with her achievements and is respected by management for her dedication to the organization. This is enough for her. You need to decide for yourself whether being plateaued is negative to you; it doesn't need to be.

If you have reached your professional limits, either imposed by the organization or experienced by your personal feelings about your position, consider your options.

"The key is to be creative in your solutions. If adding an additional project will help you deal with your situation, do it... investigate your options. What you must do is assume responsibility for your plateau and work around it. How you do that is up to you."

“Consider the vast experiences ES&R has afforded you. ES&R programming requires a great deal of creativity, organization, budgetary know-how, common sense, people skills and much more. Use these experiences to your advantage.”

ES&R, by virtue of the diversity of the field, affords you more options than you might first believe. Consider the possibility of adding additional projects to your current programming. Speak with management about your predicament and see if you can create a solution together. The possibility of working as a consultant, helping other organizations develop ES&R programs, or switching to an organization that offers more of the kinds of ES&R programming you'd like to be involved with are also options.

If the thought of working another year, or even another day, as an ES&R manager gives you cold chills, then you might consider making a career switch. To do this, you'll need to do even more soul-searching. Again, analyze what you do and do not like about your position. Use your many experiences to your advantage. If you've always enjoyed planning the company picnic, perhaps this is a career avenue you can pursue. If you like handling your organization's wellness programming, consider becoming a certified instructor and offering your experience and services to other organizations.

The key is to be creative in your solutions. If adding an additional project will help you deal with your situation, do it. If you haven't "broadened your horizons" in the community or taken that extra class "just because," do that too. Investigate your options. What you must do is assume

responsibility for your plateau and work around it. How you do that is up to you.

ORGANIZATIONAL SUPPORT

Communicating honestly with management is vital. Think carefully about the organization's approach to employee life. Does your organization promote from within? Does it encourage self-development, either by subsidizing education or by getting involved in community issues? What is the culture? Is it "everyone for themselves," or is the organization paternalistic?

When you are tied up in the realities of your own job responsibilities, it can be difficult to view the organization as anything other than an adversary you must work around to offer the programs you want. By the same token, you exert so much of your energy offering programs which will help unite employees and help them improve the quality of their lives that it's possible you're not giving yourself a 'dose of your own medicine.'

Just as you help your staff develop their skills so they can be the best employees possible, it's reasonable to assume management expects the same of you. If you're dealing with a 'laissez-faire' organization, even though you might need to come up with the solution to your situation by yourself, communicating that you are still dedicated to your position and that you want to do more for the organization is definitely a positive message. If you're employed by a paternalistic organization, management would want to know about your predicament so you can work together to find a solution.

CONCLUSION

While it is inevitable that you will reach a point in your ES&R career beyond which you can't be promoted, you can survive this eventuality and benefit from the experience. Your first step is to do a great deal of soul-searching. Examine what you like and dislike about your job responsibilities. Think about what you might like to change. Then, research your options. Enlist management's support to help you either add projects as Sue did, develop new responsibilities as John can do, or switch responsibilities entirely, as Tom did.

Consider the vast experiences ES&R has afforded you. ES&R programming requires a great deal of creativity, organization, budgetary know-how, common sense, people skills and much more. Use these experiences to your advantage.

Handling a career plateau involves investigating who you are, what you like, what you want to (or can) do, and how you can achieve these goals. Remember, a plateau is not necessarily negative; it is a transition to another phase of your work life. You can make this transition a positive one.



Employee Store Update

A progress report on employee store offerings.

by Cynthia M. Brown, editorial assistant

What direction will your store's offerings take in the '90s?

NESRA Headquarters asked employee store members to answer this question. We discovered employee store managers are focusing on offering employees convenience shopping, additional services, competitive pricing and personalized service. Employee store managers are planning to do more market research

and they are recognizing the increased value employee stores offer to employees, companies and to employee associations.

Consider this article a report on employee store offerings and use it to evaluate the progress of your own store.

INCREASED VALUE

Employee stores are earning their title as an employee benefit because they are offering employees products and services while saving time and money. "Employee stores started as an outlet of a company's sale of their product to employees (i.e., XYZ's store sold XYZ merchandise.) Since then, these stores have evolved into an important employee benefit," explains Angela Daniel, Mutual of New York.

As these stores gain recognition as an employee benefit, they continue to serve employees and their companies. Today, many employees can go to their employee store to purchase items such as greeting cards, nylons, magazines, logo wearables and several other types of merchandise, in many cases, at discounted prices.

Companies can benefit from offering an employee store in several ways. In addition to offering company products to employees, an employee store can have a much greater effect on an organization. "Fringe benefits, such as employee stores, are an influential part in the recruitment and

retainment of qualified people," says Mary Gehr, FBI Recreation Association Store. In addition to attracting new employees, these stores also decrease the amount of time employees spend away from their jobs. This may contribute to increased productivity.

Keeping employees on-site is becoming more important in today's business world since many companies are moving their offices from urban to rural areas. In rural areas, for example, it is more difficult to run errands during lunch hour and return to work on time. According to Mary Ann Kowalski, who has experience with employee stores, "I think employee stores will sprout up faster as more businesses are located in outlying areas."

Employee stores are becoming less dependent on the company for financial support, which helps determine the success of the store. While many employee stores are self-sufficient today, employee store managers dependent on their companies for funds need to develop a strategy for financial independence. Diane Delaney-Talton, Southern California Rapid Transit District, reveals the direction she sees employee stores headed, "I believe the '90s will mandate employee stores be profit centers, not only self-supporting, but capable of supporting other employee activities as well." Therefore, the employee store is not merely a means to an end. It is also a means for a company to enhance its employee services and recreation department, and in turn, improve employee morale and increase productivity.

CONVENIENCE

Today's employee stores, and those of the future, should be designed to serve employees with complicated lifestyles and busy schedules. "Most employees,

especially single mothers, working couples with children and older caregivers are juggling many home and work responsibilities. This makes for a tight schedule and a great appreciation for any service that saves time," says Kathleen Handron, Lawrence Berkeley Laboratory.

Knowing the complexity of employees' lives, employee store managers are making it easier to get more shopping and everyday errands completed at work—at the employee store.

PERSONALIZED SERVICE

Employee stores are unique to other retail establishments because they are servicing a captive market: Employees. Employee store managers find training their staff to offer personalized service keeps employees coming back to the store.

Employees must feel comfortable frequenting the store. Recognizing this, more employee store staffs are greeting customers by name and paying special attention to each employee's needs.

They also provide services such as Christmas gift wrapping and mailing, dry cleaning and shoe repair.

By doing this, staff members pay special attention to all employees, administering the "service" implied when we speak of an employee store as a true "employee service."

PRICING

Employees have become "a more cost-conscious clientele in need of our services," says Ken Loftice, Georgia Lockheed Employees' Recreation Club. Employee store managers are finding employees demand more than convenience; they are also looking for the best values. Employees are being forced to make the most of their paychecks. Doris Hedrick, The Hartford Group, explains why. "We appear to be moving into an economic

environment where employees have less disposable income due to escalating energy costs, property tax increases and a decrease in housing values. Employees are reacting by changing their buying patterns as they become more cost conscious and seek the best value for their money."

While employees need the convenience of shopping and running errands on-site, they are not willing to sacrifice savings for convenience.

To help employees get the most for their money, employee store managers are using a couple of strategies: They may offer the same products or services nearby retailers offer; however, they may offer these products at lower prices. Managers may also research what is available through nearby retailers and offer similar or better quality products and services employees could not get elsewhere at reasonable or comparable prices.

Loftice sees a trend toward providing more valuable items in an employee store. "In the area of gift items, I see greater expenditures for items which will hold their value, such as jewelry and items of practical use, rather than those which entertain for a short period and are tossed aside."

Knowing employees will search for the best values, employee stores need to offer quality merchandise at competitive prices.

MARKET RESEARCH

More employee store managers are using market research to determine what employees want to purchase and at what price. In many instances, market research is informal. Employee store managers may ask employees to tell them what they would like to see in the store. Some employee store managers have administered employee surveys to determine their employees' needs. In other cases, store managers research what neighboring retail stores are selling and at what price. "Market

research is the key to a successful store or catalog. It should be done on a continuous basis to keep up on the fashion, health and pricing trends," says Gehr.

She also emphasizes the importance of knowing the demographics of your employees. "Additionally, employee store managers should research the makeup of the number of employees, age, income, climate and recreational facility usage."

With the economy, lifestyles and other factors changing over time, a successful store in the '90s will be one that is aware of employees' changing needs and adapts to meet these needs. "By keeping aware of employees' changing needs, the employee store will continue to be perceived as a highly valued service/benefit to employees," says Hedrick.

CONCLUSION

Where are employee stores headed in the '90s? Geographically, they are headed to rural areas. Those employee store managers who want to direct their stores towards success should focus on offering employees convenient shopping, competitive prices and personalized service. To determine how to offer these services, employee store managers should perform market research to keep abreast of employees' changing needs.



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Your A-Z Guide to Health

A sampling of the "compendium of major health and medical advances over the past year" from "Your A-Z Guide to Health," reprinted with permission from the June 18, ©1990 issue of *U.S. News & World Report*, 2400 N Street, NW, Washington, DC 20037-1196. For copies of the complete article, contact *U.S. News & World Report* at the above address.

A

Alzheimer's Disease. Scientists have announced the development of a test that could detect this fatal degenerative disease earlier and more reliably than ever before. The test detects a protein found almost

exclusively in the brains of Alzheimer's

victims. So far, the test has been used solely on brain tissue removed after death. If it is successful on patients, it could be the first simple method of diagnosis.

Alcoholism. Nature or nurture?

Researchers at the University of California at Los Angeles claimed to have found strong new evidence that heredity plays an important role in alcoholism—the pinpointing of an unusual form of a gene that affects the production of dopamine, a key neurotransmitter; 77 percent of alcoholics had the gene vs. 28 percent of nonalcoholics. Other experts charged that the study was flawed. Everyone agrees that alcoholism cannot be attributed to a single genetic abnormality.

C

Contact Lenses. Compared with soft contact lenses, wearing extended-use lenses overnight multiplies the risk of corneal ulcers, abrasions and inflammation up to 15 times, two studies found. The studies sparked the FDA to ask lens manufacturers to change the labeling on extended-wear lenses, advising consumers to reduce continuous use from one month to a week. Some eye specialists think even that's too long and recommend wearing lenses overnight only rarely.

D

Depression. A new generation of antidepressants that are more specific and have fewer side effects is providing relief to many patients who did not respond to other antidepressants. Among the new ones are Anafranil and Prozac, both of which increase brain levels of serotonin, a neurotransmitter that scientists think plays a role in some forms of depression. Prozac has quickly become the most widely prescribed antidepressant, at some 650,000 prescriptions per week. Doctors warn that it's not effective in everyone and does cause side effects, including insomnia and jitteriness.

Diabetes. A newly discovered hormone, amylin, may contribute to Type II diabetes, the most common form and one that is typically associated with aging. Researchers discovered high levels of amylin in the pancreas of diabetics and think it may be responsible for inhibiting the production of insulin, which controls blood sugar. Having isolated the hormone, researchers can now study ways to detect diabetes in earlier stages and develop novel methods for controlling it.

F

Fatigue. America needs sleep, researchers say: Millions of people are not getting enough rest each night to feel refreshed. That could be one reason health officials are finally paying serious attention to chronic-fatigue syndrome, once dubbed the "yuppie flu" and dismissed as a hypochondriacal ailment. The Centers for Disease Control has launched a \$1 million program to study CFS, which is marked by sluggishness, muscle

aches, fever, headaches and depression. Still unclear is the cause of the illness—and whether it really is just a single illness.

Fluoride. A recent study should calm fears that fluoride causes cancer. The study, by the National Toxicology Program, showed that rats given the equivalent of three times the maximum level of fluoride allowed in water for human consumption developed no bone cancer, the cancer associated with fluoride. At 10 to 15 times the permitted human level, 5 of 130 rats did develop bone cancer. However, a person would have to drink between 360 and 700 glasses of fluoridated water per day to be exposed to equivalent amounts of the chemical. Fluoridated toothpaste and mouthwash, which contain 250 times the limit set by the Environmental Protection Agency, should be spit out after use.

H

Heart Disease. The hope of heart specialists and patients for years, evidence has finally emerged that heart disease can be at least partially reversed. In three studies, researchers documented that cholesterol-lowering drugs and drastic changes in diet and lifestyle can, in some patients, lead to a shrinkage in the fat buildup in coronary arteries that is the chief culprit in heart attacks and angina. One study found shrinkage of artery-clogging fat in 51 out of 146 patients when they took a combination of the drugs lovastatin, colestipol and niacin. The other found that fat deposits had shrunk in 23 of 146 patients who took a combination of colestipol and niacin. In a third study, 22 patients took no cholesterol-lowering drugs but ate a very-low-fat diet, gave up smoking and took part in exercise and stress-management activities. After a year, 82 percent showed some lessening in artery deposits. The

approach, however, requires highly motivated patients.

High Blood Pressure. Long suspected, it has now been proven conclusively: Lowering your blood pressure reduces your risk of heart disease. A major study, combining the results of 14 other studies and involving a total of 37,000 people, found that for every five to six points that blood pressure is reduced (in people with above normal pressures), heart-disease risk declines by 20 to 25 percent and stroke risk declines by 30 percent. Several studies published in the last year also confirm that mild exercise can help bring down elevated blood pressure and eliminate the need for blood-pressure medications.

I

Incontinence. A new surgical procedure may mean an end to incontinence for thousands of women. In a study by the Mayo Clinic at Rochester, MN, 83 percent of women who received a surgically implanted artificial sphincter to replace the muscle that controls the bladder no longer suffered from incontinence.

In a separate development, the FDA approved the drug desmopressin acetate for older children who are chronic bed wetters. Such children typically do not produce sufficient amounts of a hormone that regulates urine production. Studies show that the drug helps 50 to 70 percent of those who take it.

J

Job Stress. Long thought to be unhealthful, persistent job stress can lead to high blood pressure and potentially dangerous changes to the heart. The first careful study of its kind—involving 215 white-collar and blue-collar men ages 30 to 60—found that those with the most psychological stress on the job and the least control

over day-to-day decisions were three times more likely to have high blood pressure and a thickening of the walls of the heart's left ventricle, a condition that can precede heart attack.

K

Kidney Damage. It has long been known that taking excessive amounts of painkillers can cause kidney damage. But even small doses of ibuprofen, the analgesic found in the nonprescription pain relievers Advil, Nuprin, Medipren and Motrin, may be too much for some people. Two studies found that about a quarter to a third of people with heart, liver or kidney disease or high blood pressure developed kidney failure after taking as few as 12 ibuprofen tablets (200 milligrams each) a day for 11 days. Most other patients experienced some adverse changes in kidney function. All recovered when they stopped using the drug. The studies are expected to prompt the FDA to require stronger warnings on over-the-counter ibuprofen pills.

L

Lyme Disease. A new test detects Lyme disease earlier and more reliably, permitting quicker treatment and relief from symptoms. Antibiotics can prevent permanent damage if administered in the early stages of the infection, which is carried by deer ticks and can lead to arthritis, chronic fatigue and heart damage if untreated. Current tests have a low accuracy rate and often do not detect infection until six months after it has occurred.

M

Motherhood. Good news for women who put off childbearing until relatively late in life: New moms

who have babies after age 30 face no extra risk of having a premature infant or a baby that dies shortly after birth, a study found. The older mothers did have more complications during pregnancy, but their babies were just as healthy as those born to younger mothers. The study did not address risks of infertility, miscarriage and chromosome abnormalities, all of which increase as a woman ages. From 1970 to 1986, the rate of first births among women in their 30s doubled.

N

Nursing Mothers. Women who abstain from alcohol during pregnancy may want to continue teetotaling while breast-feeding. A study of 400 infants found that nursing mothers who drank passed on enough alcohol through their milk to impede their infants' motor development, slowing progress in learning to crawl and walk. The study also found that the more alcohol a child was exposed to, the greater the damage. Whether the effects are temporary or permanent is still unknown.

Nausea. One of the most unpleasant side effects of chemotherapy treatments for cancer is nausea. Anti-nausea medications are commonly prescribed for patients undergoing chemotherapy, but many of these drugs have their own unwanted side effects—extreme drowsiness and emotional agitation. A new anti-nausea drug still being tested, ondansetron, appears to be tolerated much better. Researchers found it prevented or dramatically reduced vomiting in 64 of 85 cancer patients and caused only mild sedation.

S

Sleep. Elderly Americans are taking

too many sleeping pills, powders and potions, say experts who study sleep disorders. This reliance on drugs is not surprising; half of people over 65 report trouble sleeping. But the drugs are addictive and often make those who take them lethargic. A better approach, experts say, would be to treat elderly people more carefully for the underlying causes of sleeping problems, including depression, anxiety, alcoholism and physical ailments. Some regular exercise also could help a number of aging people get a better night's sleep.

Smoking. Smokers who really want to quit have better results when they do it cold turkey and on their own, rather than through organized and often costly programs. In a survey of 13,000 cigarette smokers, researchers at the University of Wisconsin found that 48 percent of those who tried to quit on their own succeeded, compared with 24 percent who used an organized program. Lighter smokers were better able than heavier smokers to quit on their own.

An Environmental Protection Agency draft report concluded that "passive" smoking—inhaling smoke from other people's cigarettes—causes 3,000 or more lung-cancer deaths annually. Other recent studies also have linked passive smoking to heart disease. Based on its study, the EPA could list tobacco smoke as a Class A, or very dangerous, carcinogen. Such an action could further restrict the marketing of cigarettes.

T

Transplants. Successful organ transplants depend on doctors' ability to suppress the immune system's efforts to reject foreign bodies. To date, drugs for this purpose, such as cyclosporine-A, fully prevent rejection in only about 20 percent of cases. New anti-rejection drugs—one or more likely to be approved this

year or next—are expected to vastly enhance the chances of organ recipients. Preliminary studies have shown that the drugs, with code names FK-506, OKT3 and RS-61443, fight rejection better than cyclosporine. Meanwhile, a new chemical solution, UW-lactobionate, has tripled the time a donated organ can be preserved outside the body from about 10 hours to 30, thus boosting doctors' odds of obtaining and using donor organs.

V

Vitamins. Should pregnant women take them or not? A new Institute of Medicine report says there is not convincing evidence vitamins do any good as long as a woman eats a balanced diet. But a major study of 23,000 women that was published last fall tells a different story. Researchers found a significantly lower number (fewer than 1 in 1,000) of babies born with birth defects of the brain or spinal cord among women who took daily multivitamin supplements during the first six weeks of pregnancy compared with women who didn't take supplements (3 in 1,000). The study found no benefit from vitamins taken after the sixth week of pregnancy.

X-Y-Z

X-Rays. A study from the National Research Council of the National Academy of Sciences finds that X-rays of teeth, chest and limbs may carry three to four times more risk of cancer than previously thought. But the absolute magnitude of that risk is still low: Less than 5 percent of the population is exposed to radiation doses each year that would pose a theoretical danger. And the medical benefits of one or even a few X-rays a year generally far outweigh the risk of cancer.



NESRA PUBLICATIONS

New from NESRA!!

See the ads on the inside front cover, page 8 and page 16 for recently-released NESRA publications.

NESRA Salary Survey

The 1989 NESRA Salary Survey reports on 733 pay rates of 10 different positions at various levels of education. The results are presented by size of company, facility, budget, experience, full-time employee services and recreation employees and region. Find out how your position and salary compare with others in your field!

Participant Price—\$50.00
Nonparticipant Price—\$75.00
Nonmember Price—\$100.00

Recreation Trends Toward the Year 2000

This data-based analysis, which examines current trends for nearly 20 different activities and implications of these trends, provides a solid base for marketing, planning and investment decisions. It includes an overview of trends and an explanation of how to interpret data. It is the most significant analysis of past trends and future possibilities available.

Member Price—\$20.95

Principles of Association Management--2nd Edition

An excellent resource guide for the recreation association administrator, this book includes sections on organization, control and planning, committees, legal considerations, marketing and membership development. Published by the American Society of Association Executives. 238 pages.

Member Price—\$20.00
Nonmember Price—\$26.00

Operating Employee Associations: Providing Employee Services and Recreation Programs

Whether you have an existing employee association or are looking to start one, this book is a must. It focuses on the history and philosophy of employee associations, tasks that should be dealt with, the management of people and offers an extensive number of samples for employee association administration. This 148-page book will assist the practitioner by providing state-of-the-art information.

Member Price—\$15.95
Nonmember Price—\$20.95

The Best Child-Care Option For Your Employees

This 101-page manual provides all the information required to select, begin, and manage a childcare operation. In addition, information is included for the employer to assist employees in obtaining help in existing childcare facilities. Examples of specific childcare operations and other types of employer-supported programs are also discussed.

Member Price—\$10.95
Nonmember Price—\$11.95

Employee Services Management Magazine

Monthly professional journal for employee services and recreation directors, leaders and program coordinators. The only publication in its field. (Subscription included with NESRA membership.)

1 year—\$33.00
2 years—\$53.00
3 years—\$70.00
Add \$5.00 (U.S.) per year for foreign subscriptions.

Program Growth Ideas--2nd Edition

This 2nd edition sourcebook provides useful ideas and tips to help perpetuate your program and allow it to grow in today's uncertain business environment. It includes examples of how to establish an employee association, how to gain management awareness and support of your programs and explains a number of revenue-producing programs such as film processing, wearables programs, co-pay programs and much more.

Member Price—\$20.00
Nonmember Price—\$30.00

Standard Sports Areas

A must for companies considering building sports facilities. This 64-page manual offers official dimensions and specifications for more than 70 sports areas including softball diamonds, volleyball, basketball and tennis courts, swimming pools and sports arenas.

Member Price—\$7.00
Nonmember Price—\$10.00

Motorola's Recreation Manual--2nd Edition

A comprehensive, 238-page volume particularly helpful to those needing assistance in administering employee recreation programs. Covers a wide range of employee services and activities with sections on safety, insurance, financing, recognition, banquets and the planning of on and off-site employee activities.

Member Price—\$35.00
Nonmember Price—\$40.00

The Traveler's Fitness/Health Directory

Now when you travel, you and your employees don't have to leave your fitness program behind. This handy 112-page pocket-sized guide lists hotels with fitness facilities in 35 major U.S. cities as well as local running areas, the anti-jet lag diet, a directory of airlines which offer special dietary menus, and much more.

Price—\$3.00

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Send Payment and Order Form to:
National Employee Services and Recreation Association
2400 S. Downing Avenue • Westchester, IL 60154

Total Enclosed (U.S. Dollars) _____

Park Shelters:

A Great Picnic Enhancement

Picnicking—this social and recreational activity provides a multitude of benefits. The positive impact picnics have on the quality of people's lives is hard to measure.

What better way to ensure the success of a picnic than to have it under a shelter? A shelter's benefits are many. They provide protection from the elements (rain, wind, sun, etc.) and may expand the potential for more hours of use if it is equipped with lighting and electrical outlets. A

shelter also offers the ability to decorate for special occasions. Along with all the benefits, a new shelter provides a modern appearance and has current architectural concepts, design, standards and materials.

SC Johnson Wax employees, retirees and their families have enjoyed picnics at Armstrong Park, a 146-acre employee park, since it opened in 1957. Currently, there are six designated picnic areas available. Four have a shelter on site. Besides picnics, the park shelters are used when needed at special events, such as our retiree picnic and company picnic, or are used by our employee clubs.

Here is a description of how SC Johnson Wax in Racine, Wisconsin, replaced an outdated shelter with one that allows picnickers to better enjoy their outdoor activities.

*by Chris Hansen and
Kerie Bartz*

PLANNING

Approximately two years ago, our company's Corporate Facilities Management (CFM) group reviewed the current condition of our park and recommended that one of our existing shelters, which also housed restroom facilities, be torn down and a new open-sided shelter be built in its place. The decision also dictated that our old reception center (gatehouse) be torn down and a new one built—complete with restroom facilities.

Meetings were held with our recreation and fitness staff, CFM staff and an architectural consultant to plan

a shelter that would aesthetically blend into our park environment, be multipurpose and meet budgetary guidelines.

Plans were submitted to the appropriate county and state departments for approval. The shelter project plans were sent to construction companies for bidding. After the bids were returned and reviewed, the selected contractor coordinated the two-month project (site work, masonry, electrical, plumbing, etc.).

DESIGN/FEATURES

The shelter was custom-designed to ensure that it met corporate standards for quality. The new shelter is an open-sided structure on a 32' x 48' scored floating concrete slab. The slab provides a low maintenance surface and reduces potential damage due to ground shifting and cracking.

The size of the unit was chosen to accommodate groups of various sizes and numerous picnic tables. It also allows flexibility to arrange the shelter to meet individual needs. There are ten 7'8" masonry columns, which have the strength of steel, but have a more aesthetic appearance; the footings are below the frostline. Roof rafters are 5" x 12' with 4" x 6' laminated pine boards that are tongue and groove on the interior side. The boards were glue laminated and painted with a semitransparent stain, then finished with a wood sealer.


The exterior construction is heavy timber to add to its strength. For the hip roof, brown 235-pound seal down asphalt shingles were used to provide a very cost effective roof covering. A ridge vent was built into the roof to increase circulation and prevent moisture buildup.

Metal halide incandescent high pressure lighting (130 volts) provides

the interior lighting. This indirect, nonglare and cost effective lighting provides soft but very adequate lighting. From an electrical standpoint, there are four 20 amp double duplex outlets providing ample power to accommodate most general needs. These outlets have ground-fault interrupters and are on separate circuits to prevent any circuit overload.

Water faucets are conveniently located on two opposite columns to enable easy access by two groups, if the shelter is being shared. After construction was completed the site was restored to its natural park setting by reseeding the area.

basis only. To reserve a shelter, an employee or retiree contacts the Recreation and Fitness Department's office to check on availability. S/he then completes a registration form which asks for setup needs such as picnic tables, grills and other items. A copy of the reservation form is given to the grounds crew for proper setup, to our reception center for an update on which shelters are being used and by whom, to the person filling out the form and to our recreation and fitness office. Specific guidelines for park picnic areas and shelters within the park are established by employee committees.

investment, they offer a great short- and long-term return on investment. The groups will receive increased satisfaction at their picnics by having it under a shelter. 

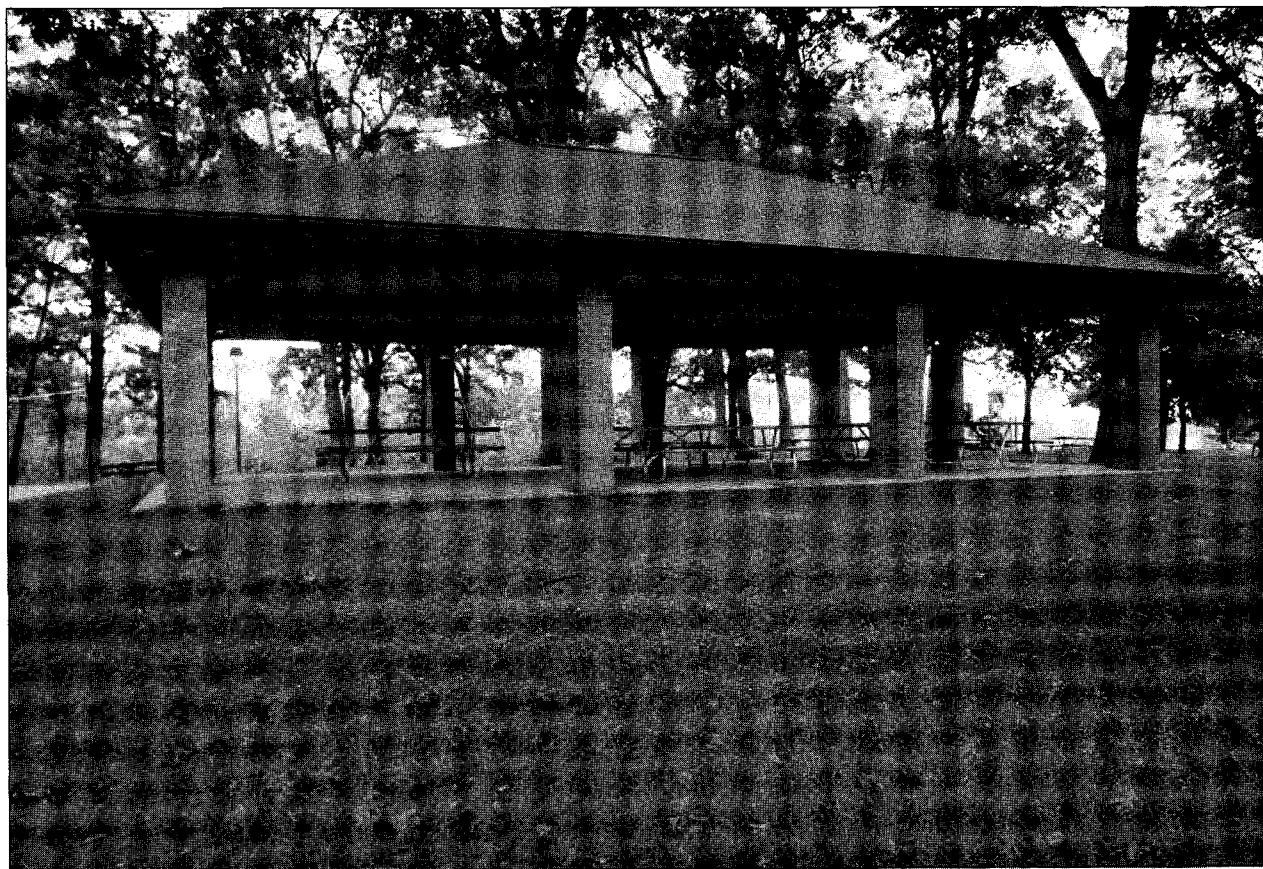
AVAILABILITY

Our shelters are available to employee groups on a preregistration

CONCLUSION

Picnicking will always be a great way to socialize and recreate. Although shelters are a major

Chris Hansen is the recreation program supervisor and intern coordinator at SC Johnson Wax in Racine, Wisconsin. Kerie Bartz was the 1990 summer recreation and aquatic intern at SC Johnson Wax.



The new shelter has an inviting appearance and helps enhance picnickers' activity enjoyment.

Alaskan Yukon, Ho!

Prepare to embark on an Alaskan adventure.

*by the Alaska Division of
Tourism*

Alaska is a majestic land of arctic tundra and volcanic landscapes, where you can watch bald eagles soar through the sky while whales leap in the water around you. Alaska earns its name, "The Land of the Midnight Sun," as daylight in the summer ranges from 18 to 24 hours per day, depending on where you are. Because of this, you can fish at 3 a.m., or hike

at midnight.

Surrounded by two oceans and three seas, Alaska is connected to the "mainland" by the Yukon Territory in Canada.

Wildlife in Alaska is as magnificent as the land itself. Bald eagles flourish in Alaska, as do black bear, caribou, dall sheep, moose, musk-ox, sea otters, water birds, wolves and grizzly bears.

Because of its vast wilderness and rich wildlife, more than half of the nation's parklands are found in Alaska. At 20,320 feet tall, Alaska boasts the tallest mountain in North America, Mount McKinley, located in Denali National Park.

Whether you're looking for an out-of-the-ordinary destination for your travel group, or if you'd like to experience unique recreational pursuits, such as kayaking or dog mushing, contact your travel agent to plan an Alaskan getaway.

WHEN TO GO/HOW TO GET THERE

While the weather is a factor in when you decide to go, remember that winters in Alaska aren't much different from those in many other winter holiday destinations. Winter temperatures in Anchorage are comparable to temperatures in Minnesota, Vermont or Montana. Tourist season in Alaska runs from the latter end of May through late September. There are countless

activities regardless of when you want to visit Alaska.

Whatever season you're taking your trip, cruise lines can offer a luxurious passage either to or around Alaska. The trips range from three to 16 days, depending on your point of departure, whether you'll be touring Alaska's waterways and whether you'll be staying on land during your trip.

Most major airlines fly into Anchorage, Fairbanks, Juneau and Ketchikan directly from Washington. Most likely, you'll make one or two connections en route to your Alaskan destination. It's interesting to note that Anchorage is the "air crossroad of the world," being equidistant from Europe, Asia and the Lower 48 States.

Traveling by ferry is also an option. Ferries pick up passengers in Bellingham, Washington and Prince Rupert, British Columbia and take two separate routes. The Southeast route leads you to Juneau, Sitka, Haines and Skagway. The Southcentral route calls at Kodiak, Port Lions, Homer, Seldovia, Seward, Valdez, Cordova and Whittier. Schedules and tariffs vary according to the time of year. In fall, winter and spring, rates are lower and senior citizens travel free.

Regardless of how you plan to travel, it's best to make your reservations three to four months ahead of time.

WHERE TO STAY

Where you'll stay depends on your group's interests. If your group wants to experience "The Great Outdoors," Alaska offers an extensive variety of out-of-the-way lodges. Choose from among deluxe accommodations that pamper you with gourmet food, and "fly-out" excursion fishing or rustic, "family-style" facilities that offer bunkbeds, home-cooked meals and do-it-yourself outings. If this is your

preferred option, bear in mind that some lodges or cabin clusters limit guests to 8-10 at any one time.

Your group can also choose to relax in quality hotels or inns, which offer fine dining and the best in friendly and efficient service for virtually any group size.

WHAT TO DO

Make sure to try dog mushing, Alaska's state sport. Your travel agent can arrange for all equipment needs, instructors and so forth.

For a more leisurely way to sightsee, take a heliotour, in which helicopters fly you around the region and provide you with an aerial view of grizzly bears frolicking in the ice and snow or otters playing in the water. Or, you can take a cruise along

the shoreline. Some cruise lines will take you on glacier tours—one glacier is even larger than Rhode Island!

Sportsfishing of all kinds abounds in Alaska. You can make arrangements for a charter to lead you into waters chock full of salmon, halibut and other species.

Your group can also take an Alaska photography workshop, go kayaking or canoeing, pan for gold—or, of course, go shopping.

Alaska specializes in unique products and crafts. Gold nugget jewelry; items carved from jade; and clothing, toys or collector's items made from skin, fur or bone are all available. You can also purchase canned salmon, wild berry products and reindeer sausage to bring home some of the "tastes of Alaska." Look for the "Made in Alaska" logo to identify authentic Alaskan items.

THE BASICS


During the summer, Alaska can actually get quite warm, with temperatures ranging from 40-50°F in the far north, to 70-80°F elsewhere. Dressing for a vacation such as this requires a little forethought. Plan on bringing warm sweaters, windbreakers, comfortable walking shoes and a down-filled vest or warm outer garment for when the air gets chilly.

Voltage in Alaska is the same as in the United States, so your hairdryer and razor will work at all hotels. Language barriers won't be a problem either. While many native languages are still spoken, English is Alaska's primary language.

CONCLUSION

With all Alaska has to offer, you might find it difficult to plan an itinerary on your own. A preliminary interest survey will help you estimate how many employees would like to visit Alaska and what activities they would be interested in. Then, you'll want to contact a travel agent who is well-versed in Alaska's activity possibilities to help you plan your trip.

Trip costs will depend on how you plan to travel, how long you plan to stay, what activities you'll engage in, what meals will be included in your package and when you want to travel. Remember, you'll need to make your reservations at least three to four months ahead of time.

Whether you travel during tourist season or in the winter, you can be assured you will experience a unique adventure, one that will meet or exceed your groups' expectations of Alaska's vast wilderness. 

The Alaska Division of Tourism is located in Juneau, Alaska.

F.Y.I.

Alaska State Symbols:

Tree—Sitka Spruce
Fish—King Salmon
Gem—Jade
Sport—Dog Mushing
Bird—Willow Ptarmigan
Flower—Forget-me-not
Motto—"North to the Future"

Admitted to the Union: January 3, 1959

Population: 537,800 in January 1988

Land Area: One-fifth the size of the Lower 48 States and more than twice the size of Texas.

Area per Person: There are 1.02 square miles for each person in Alaska. New York has .003 square miles per person.

Coastline: Tidal shoreline, including islands, inlets and shoreline to head of tidewater is 47,300 miles.

Oldest Building: Erskine House (Baranof Museum) in Kodiak, built by the Russians between 1793 and 1796.

Largest Freshwater Lake: Iliamna, at 1,150 square miles.

—from the 1990 *Official State Vacation Planner*, courtesy of The 1989 ALASKA ALMANAC® Facts About Alaska® 1989 Edition.

New Associate Member Offerings

COLONY'S GRISWOLD HOTEL

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Colony's Griswold Hotel, a 250-room resort hotel offers 10,000 square feet of flexible meeting space. Home of award-winning Ruby Begonia's Restaurant.

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Group Discount Attractions, Corp. offers groups of 20 or more, tickets to all of Broadway Theatre, events at Madison Square Garden, Radio City Music Hall and off-Broadway shows. Discounts are available on many events. Discounts vary, depending on the event. Call for details.

IMPRESSIONS, INC.

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Impressions, Inc. manufactures 14kt gold/diamond jewelry which is

available at noninflated retail prices. Eighty percent of the line ranges from \$150-\$750 and 20 percent of the line ranges from \$999-\$5,000. Discounts of 25-50 percent are available.

Impressions also offers employee store programs, trunk shows, incentive programs, employee gift incentives and corporate logo jewelry.

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Incentives for Business Inc., dba Florida Briefcase is a corporate distributor of quality vinyl, leather and eel skin attaches, briefcases, organizers, planners, wallets, handbags and carry-on luggage. We specialize in servicing company employee stores on a national basis. Please call (800) 234-3814 for details on our program.

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(800) 643-8654
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Shirley Shields

The Vanderbilt Inn on the Gulf is a newly renovated beach front resort in a casual style tropical setting. It offers a Garden Room Restaurant for breakfast or dinner and Chickee Beach Bar for lunch, which has the best tropical drinks. Volleyball, guest laundry, gift shop, and beach rentals are available; golf and tennis are nearby. NESRA members receive a 20 percent discount.



NESRA NETWORK

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(612) 733-6225

Central Ohio Employee Services and Recreation Association/Columbus, Ohio.
Contact Bob Lindsay: (614) 860-5201.

Cincinnati Association for the Promotion of Employee Recreation and Services/Cincinnati, Ohio. Contact Vicki Seidel: (513) 860-3677.

Chicago Association for Recreation and Employee Services/Chicago, Illinois. Contact Ann Sobanski: (708) 564-6967.

Cleveland Employee Services Association/Cleveland, Ohio. Contact Phyllis Kytel: (216) 473-6565.

Dayton Industrial Athletic Association/Dayton, Ohio. Contact Raymond M. Rakar: (513) 455-4693.

Michigan Employee Services and Recreation Association/Detroit, Michigan. Contact Bill Deneau: (313) 237-7753.

Minnesota Employee Recreation and Services Council/St. Paul, Minnesota. Contact Sue Shepherd: (612) 459-1482.

Northern Indiana Employee Services and Recreation/Warsaw, Indiana. Contact Greg Lawrence: (219) 267-6144.

Partners in Employee Events, Recreation and Services of Central Illinois/Bloomington, Illinois. Contact Joyce Mason: (309) 829-0456.

Warren and Youngstown Employee Services/Warren, Ohio. Contact Susan G. Novak: (216) 841-4523.

NORTHEAST REGION

National Director—Gloria Roque, RVESRA
(212) 456-6043
Regional Director—Angela Cerame, CESRA
(716) 422-3159

Connecticut Employee Services and Recreation Association/Hartford, Connecticut. Contact Ann Denise Jameson: (203) 843-8304.

Erie Recreation Services Association/Erie, Pennsylvania. Contact Tom Whitford: (814) 825-2915.

Jersey Employee Recreational Services Association/Newark, New Jersey. Contact Dave Kneebone: (201) 235-7337.

League of Federal Recreation Associations/Washington, D.C. Contact Donald Sharland: (202) 373-2073.

Massachusetts Association for Recreation and Employee Services/Boston, Massachusetts. Contact Joanne Haynie: (617) 391-2421.

NESRA/New York City/New York, New York. Contact Gloria Roque: (212) 456-6043.

Philadelphia Association for Employee Recreation & Services/Philadelphia, Pennsylvania. Contact James Alexander: (609) 547-8284.

Rochester Area Recreation and Employee Services Association/Rochester, New York. Contact David Striks: (716) 334-5893.

Southern Pennsylvania Employee Recreation Association/York, Pennsylvania. Contact Dan Ross: (717) 225-3400.

Washington Area Recreation and Employee Services Council/Washington, D.C. Contact Dick Haggerty: (703) 750-4411.

SOUTHEAST REGION

National Director—Jo Ann Rollins, CESRA
(919) 770-2545
Regional Director—John Felak, CESRA
(803) 642-0314

Central Savannah River Area Employee Services and Recreation Association/Augusta, Georgia. Contact Don Strosnider: (803) 557-9707.

Nashville Area Employee Services and Recreation Association/Nashville, Tennessee. Contact Mochell Hughes: (615) 749-6136.

Northeast Florida Employee Services Association/Jacksonville, Florida. Contact Tala Howard Reynolds: (904) 358-5201.

Sunshine Employee Services and Recreation Association/Orlando, Florida. Contact Ronald Ribaric: (407) 356-2393.

Tampa Bay/Suncoast/Tampa, Florida. Contact Duncan Marks: (813) 866-5320.

SOUTHWEST REGION

National Director—Brenda Robbins
(512) 684-5111
Regional Director—Lori Sharp, CESRA
(303) 977-6605

Denver Area Employee Services and Recreation Association/Denver, Colorado. Contact David Tracy: (303) 458-0437.

Gateway Association for Recreation and Employee Services/St. Louis, Missouri. Contact Joe Bitner: (314) 232-2336.

Houston Area Employee Services and Recreation Association/Houston, Texas. Contact Pud Belek: (713) 792-8022.

Metroplex Regional Council of Dallas-Ft. Worth/Dallas and Ft. Worth, Texas. Contact Laura Watson: (214) 579-5759.

San Antonio Corporate Recreation Association/San Antonio, Texas. Contact Debbie Charo: (512) 498-1652.

WESTERN REGION

National Director—Diane Delaney-Talton, CESRA
(213) 972-4744
Regional Director—Jim Penberthy, CESRA
(602) 235-3172

Associated Industrial Recreation Council/Burbank, California. Contact John Borja: (818) 843-2858.

Employee Services and Recreation Inland Empire/Riverside and San Bernardino, California. Contact Kuni Heischman: (714) 685-4893.

Employee Services and Recreation Orange County/Orange County, California. Contact Phyllis Smith: (714) 732-2432.

Golden Gate Chapter of Employee Services/San Francisco, California. Contact Dale Shafer: (415) 246-6257.

Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California. Contact Jeannette Ross: (213) 413-3304.

Industrial Recreation Council of Southern Arizona/Tucson, Arizona. Contact Jacci Shulick: (602) 794-8248.

NESRA of Greater Phoenix/Phoenix, Arizona. Contact Pam Tessitore: (602) 248-2307.

Oakland Association for Recreation and Employee Services/Oakland, California. Contact Charlene Scarborough: (415) 273-2154.

San Diego Industrial Recreation Council/San Diego, California. Contact Bill Doremus: (619) 435-0880.

San Gabriel Employee Activities Association/San Gabriel, California. Contact William Ranney: (818) 814-7585.

Seattle Employee Services and Recreation Association/Seattle, Washington. Contact Alma-jean Marion: (206) 548-6115.

Southern Nevada Employee Services and Recreation Association/Las Vegas, Nevada. Contact Randy Clark: (702) 876-8080.

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comes with NESRA membership

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Quickly get the answers to your employee services and recreation program questions when you contact NESRA headquarters.

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Available to those members who wish to recognize their volunteers.

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Improve skills and knowledge by attending national and regional conference sessions and workshops.

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The Certified Employee Services and Recreation Administrator program (CESRA) is committed to maintaining the professional standards of those full-time administrators engaged in employee services and recreation program management.

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Learn all you need to know through NESRA's publications which are intended to make program management easier and more efficient.

CONTESTS & TOURNAMENTS

Conducted annually these national and regional events are primarily postal and can take place at your location or nearby.

MEMBERSHIP CERTIFICATE

Members receive a signed certificate suitable for framing which states they are a member of NESRA.

EMPLOYMENT SERVICES

Find a job in the employee services and recreation field or fill a vacancy on your staff through NESRA's Placement Referral Service.



MISSION STATEMENT

To serve the organizations and individuals responsible for providing employee services, recreation and fitness/health programs through education, information & professional development, thereby enhancing employee lifestyle and positively influencing productivity and profitability.

2400 S. Downing Ave. Westchester, IL 60154 708/562-8130

RESEARCH FOUNDATION

NESRA's Education and Research Foundation develops and collects information on the latest trends, methods and techniques in employee services and recreation and reports findings to members. The studies enable our members to evaluate their programs and to keep informed of trends.

VOLUNTEER RECOGNITION PROGRAM

The Recognized Volunteer Employee Services and Recreation Administrator program honors those individuals with total program management responsibility. The Outstanding Employee Services, Recreation & Fitness Volunteer Leader program honors those individuals who make extraordinary volunteer contributions within an overall program.

Master a career in recreation, sport and fitness management.

Northeastern University is offering a new, one-year program leading to a Master of Science Degree in Recreation, Sport and Fitness Management. The rapid growth in the leisure industry continues to create new and exciting managerial opportunities in health and fitness clubs, resorts and tourism agencies, and amateur and professional sports. The program consists of nine months of full-time study followed by a three-month, on-the-job summer internship at a sponsor company. The curriculum combines industry-specific courses with practical graduate business courses. Start by writing Graduate School, Boston-Bouvé College of Human Development Professions, Northeastern University, 107 Dockser Hall, Boston, MA 02115. Or call us in Boston at (617) 437-2708.

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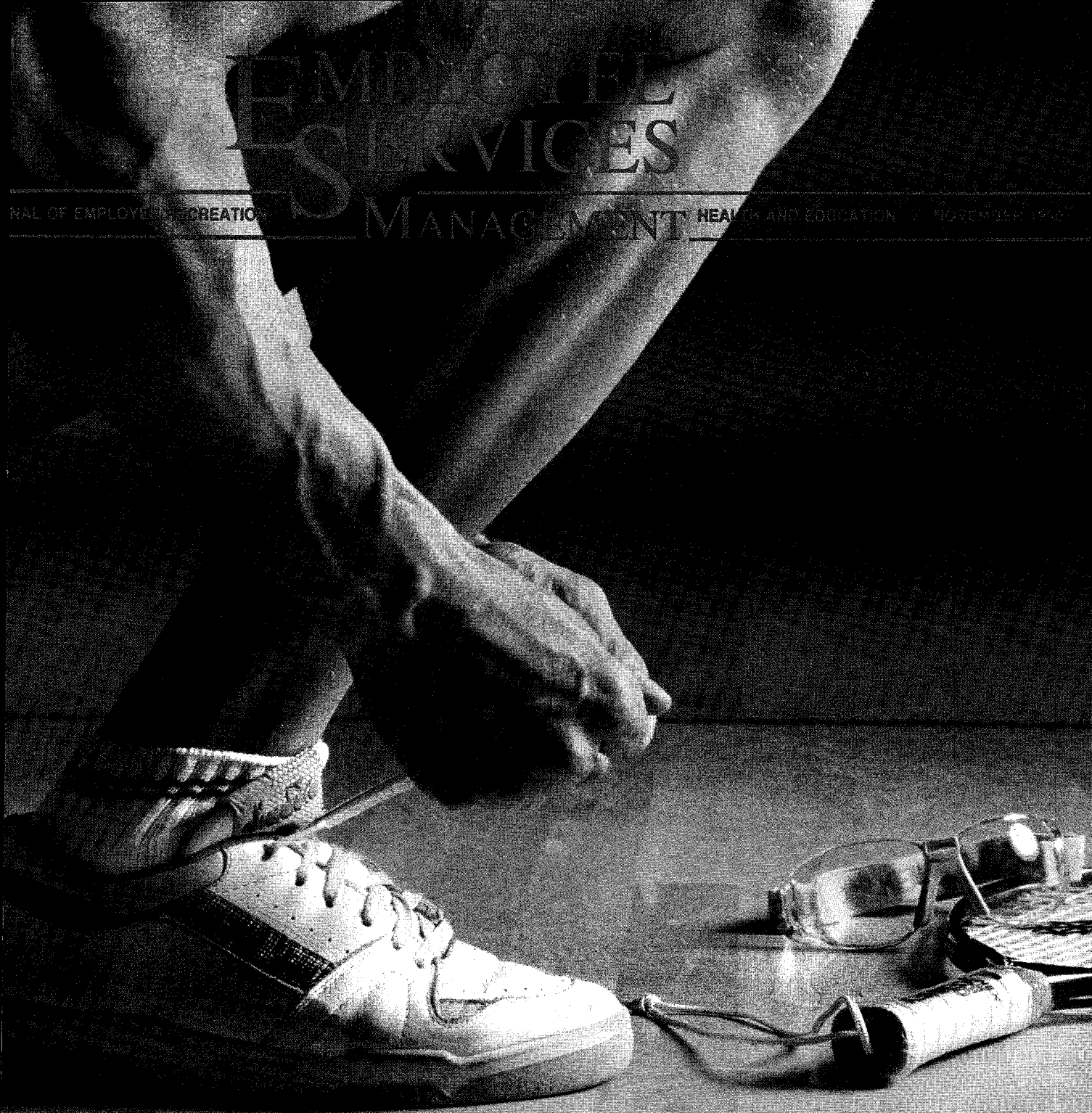
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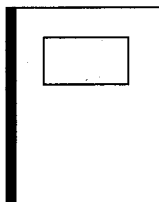
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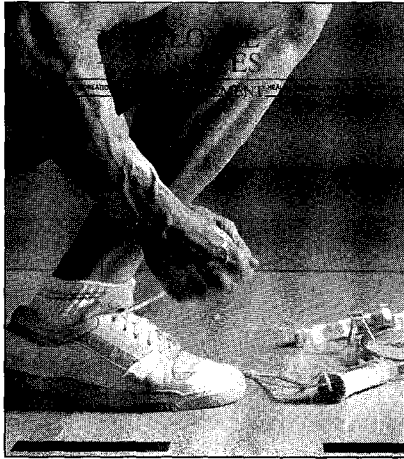
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 - PROGRAMMING FOR ES&R
 - INTERVIEW WITH THE PRESIDENT
 - CONFERENCE PROGRAM AT-A-GLANCE

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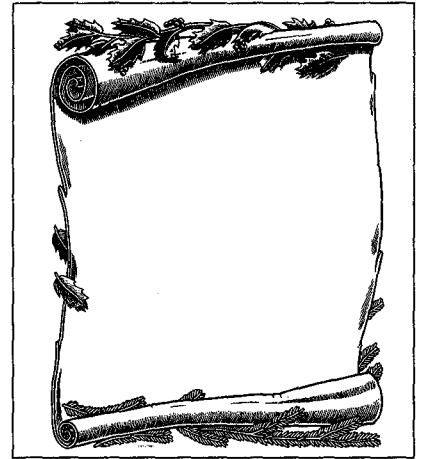


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New Definition of Loyalty

How can executives define company loyalty the same today as they have in the past when economic and working conditions are now so different?

They can't. Executives are adjusting their idea of loyalty for several reasons: Unprecedented social and economic change including hostile takeovers, massive layoffs, fierce global competition, unparalleled cost cutting, reemerging lifestyle interests and other reasons, reports *Personnel Journal*.

A nationwide survey of 551 upper-level executives showed "old" loyalty as involving blind faith in an organization and its leaders. The new type of loyalty reflects the increased importance of self-interest in the relationship between employer and employee.

Executives' change in attitude shows when contrasting their definition of loyalty. For example, although about one-third view corporate loyalty as "support of company goals and philosophy through good times and bad," almost as many refer to loyalty as "equal consideration of company and personal interests."

The survey also revealed executives' additional thoughts on loyalty:

- Employees learn loyalty by their managers' examples.
- Productivity increases when managers demonstrate loyalty to employees.
- Employees must perform visible acts of loyalty for career advancement.
- Turnover decreases when companies demonstrate loyalty.

Garlic Power

Garlic may be bad for your breath, but it is good for your health, reports *Insight*.

Research continues to show garlic's medicinal properties may help counter a variety of unhealthy conditions, including cancers and radiation poisoning. To receive these benefits, one needs to eat one-half to one whole garlic clove per day or its equivalent.

Studies in which rats consumed garlic as 1-4 percent of their diets, showed a maximum 70 percent reduction in the number of tumors similar to those involved in breast cancer. Researchers say this suggests the herb is a potential inhibitor of the disease. Scientists say that garlic somehow prevents carcinogens from binding to DNA material and converting normal cells into tumor cells.

Garlic may also help reduce the risk of heart disease. Other studies show garlic helps lower cholesterol levels, reducing the tendency for blood to clot and lowering triglyceride lipid levels.

"It would definitely be beneficial for the general public in this country to increase their consumption of garlic," says Dr. Robert I-San Lin, chairman of the First World Congress on the Health Significance of Garlic and Garlic Constituents.

U.S. States' Check-Up

Minnesota and Utah are the healthiest U.S. states, Alaska the least healthy, according to *The Wall Street Journal*.

These states received their ranks via a complex rating system used by Northwestern National Life Insurance Company. A panel of health experts helped develop this system, which ranks states on the basis of weights assigned to 17 different components of health. These components are then subdivided into the following five broad categories: Lifestyle, access to health care, incidence of major diseases, extent of disabling injuries

and sicknesses, and death rates. The category of lifestyle, for example, includes the prevalence of smoking, amount of violent crime, number of auto deaths, prevalence of obesity and other factors contributing to heart disease and percentage of high-school graduates.

Utah and Minnesota tied for first place for overall healthiness. Utah came in first place in the lifestyle category and ranked well on mortality, disease and disability, though it was only 20th on access to health care. Minnesota ranked well on disease, mortality, access to health care and lifestyle, though it ranked poorly on the disability scale.

Where did some of the other U.S. states fall? New Hampshire and Hawaii were in third and fourth place for most healthy states. Nebraska, Connecticut, Massachusetts, Wisconsin and Iowa followed. Connecticut ranked first on access to health care. North Dakota had the lowest death rates. Wyoming had the least major diseases and Hawaii had the least disability.

Besides Alaska, West Virginia, Mississippi, Nevada, Louisiana and New Mexico were ranked among the least healthy.

Nighttime Means Nightmares for Some

Heartthrob Tom Cruise, masking his all-American good looks, gave a gut-wrenching performance as Ron Kovic, a paralyzed Vietnam veteran, in the blockbuster movie "Born on the Fourth of July." For many American males, the Vietnam experience is not a short-lived role or a topic to be treated on the big screen, then mostly forgotten, reports Washington University.

New research shows that otherwise healthy, seemingly well-adjusted Vietnam veterans still have violent nightmares, even 10 or more years

after combat. The study is among the first to demonstrate that veterans who cope well during their waking lives may still be plagued—when they sleep—by war-related terrors, says a researcher at Washington University in St. Louis.

The new study focused on 442 Detroit area males, ages 24 to 41 at the time of their interviews. In the past, other studies on nightmares included hooking participants up to electrodes and wires while they slept in a laboratory, then waking them up to discuss their nightmares. Researchers of this study used a different approach. They interviewed participants when they were awake and at home. Researchers used straightforward, open-minded questions. Nearly a quarter of the Vietnam vets reported having frequent nightmares, compared to only 11 percent of nonveterans.

The new research has a powerful message, even for Americans who have never served in the military. "The study may relate to anyone who has experienced a trauma in his or her life," notes Cynthia A. Loveland Cook, an assistant professor in Washington University's George Warren Brown School of Social Work. By studying veterans who were not treated for psychiatric problems, "We're talking about the average person walking down the street. Like these veterans, healthy people who go through trauma—whether family conflict, child abuse or rape—may still suffer the fallout years later, particularly in their nightmares."

While dreams in this study were 3.5 percent more prevalent than nightmares, it was "the prevalence, frequency and content of nightmares that were consistently associated with life's stressors," including combat duty in Vietnam, says Cook. Sixty percent of the veterans with nightmares who had been involved in heavy combat duty in Vietnam reported violent content. Sometimes veterans saw themselves being shot at by the Viet Cong. Other times, in non-war settings, the veterans

themselves wielded the guns.

Don C. Donderi, associate professor in psychology at McGill University in Montreal, says, "People who have unhappy experiences tend to dream about them. The new study confirms everything we know."

Nightmares, or the reliving of trauma during non-waking moments, are a key characteristic of Post-Traumatic Stress Disorder. Officially recognized since 1980 by the American Psychiatric Association, the syndrome affects anyone, not just veterans, exposed to severe and sudden psychological stress.

Dual-Income Families Need Bookkeepers

Two-income families are hiring personal bookkeepers to pay bills, balance checkbooks and keep abreast of credit card accounts, reports *Nation's Business*.

Initially, one or both spouses try to do the work. However, with two incomes coming in, and often with little time to discuss the matter, confusion arises. Mistakes are made, bills go unpaid. The confusion can cause accusations and recriminations.

To avoid all of this, more couples are hiring personal bookkeepers. These bookkeepers pay all the bills, balance checking accounts, examine credit charges, post all tax information and mail a monthly cash flow and budget analysis.

How much are couples willing to pay for this? Depending on where they live and the complexities of their accounts, they pay from \$25-\$35 an hour for three or four hours a month.

New Weapon Against Cancer

A revolutionary system which will help health care professionals diagnose breast cancer faster, less expensively and with much less discomfort to women has been

obtained by Michigan State University (MSU).

The system, developed by Sweden's Karolinska Institute, combines the medical specialties of radiology and pathology in the use of a unique machine called the "Mammotest." The machine doesn't replace the mammogram, an X-ray of the breast, but provides a fast, nearly painless procedure for testing whether an abnormality on a mammogram is cancerous.

"When there is a concern, the most common thing to do is tell the patient to come back in six months for a repeat mammogram, or to schedule a surgical biopsy in two to three weeks," said Dr. E. James Potchen, chairperson of MSU's department of radiology. "You either put a woman through 21 days of real concern or six months of heightened anxiety."

The Mammotest, by using two "stereo" X-ray exposures (taken at 15 degree angles), gives the radiologist a highly accurate location of the lesion. Then, using an extremely fine needle, the radiologist removes a few cells from the lesion. The cells are then tested to determine if they are cancerous.

"The advantage to this is we are able to get the results immediately, or at least the same day," said Dr. Janet Osuch, MSU associate professor of surgery. "And, we don't have to make an incision."

It is also much less expensive than a surgical biopsy, she said. The procedure costs between \$400-\$500, compared to around \$1,600 for the surgical biopsy.

Because a biopsy removes a small portion of the breast, it can be potentially disfiguring. The Mammotest removes just a few cells and does it relatively pain-free. Patients say it feels like having a blood test taken.

Most surgical biopsies will no longer be needed because most abnormalities detected on a mammogram are non-cancerous. On the average, for every nine surgical biopsies of the breast done in the

U.S., there are eight normals and one cancerous.

In Sweden, at Karolinska, however, surgical biopsies are performed after the Mammotest is done. With the improved accuracy of such a test, when nine surgical biopsies are done, they find eight cancers and one normal. With this test, fewer biopsies will be done to determine whether or not cancer is present.

The Karolinska Institute, home of the Nobel Prize, is considered a world leader in breast cancer diagnosis and treatment. Recently, the MSU department of radiology and the Karolinska breast cancer diagnosis group entered a joint agreement, establishing a "sister institution" relationship.

The agreement states that the "joint venture will seek to transfer technology, disseminate knowledge and engage in selected areas of clinical and basic research directed toward decreasing mortality from breast cancer."

In-Office Haircuts

Is your schedule so booked you find it difficult to keep a haircut appointment? Many people are. That's why one 10-year veteran of Chicago barbering started her own business, Hairline Express, according to *Crain's Chicago Business*.

This woman will come to your office with cape, spray bottle, scissors and mini-vacuum. For \$25, about double what regular barber shops charge, but about the same or less than salons, you can get a haircut at your convenience in your own office. Manicures are also available for \$12. The haircut and the manicure each take about 20 minutes.

While this particular in-office service may not be available near you, you may consider offering this service to your employees. Perhaps a local beautician/barber would like to rent space from your company to run an in-house hair salon. Another alternative may be to have a local

salon operator visit your location on a regular basis providing haircuts to employees who booked an appointment with him/her prior to the visiting day.

RVs Gain Popularity

With multiseason travel on the upswing in the U.S., more young families and retirees are enjoying fall and winter activities in their all-season recreation vehicles (RVs), according to the Recreation Vehicle Industry Association. RVers find Autumn foliage tours, football tailgate parties, winter sports, holiday travel and getaways to warmer climates more enjoyable and convenient when centered on today's RV.

With their own heat and power source, RVs provide year-round comfort and convenience ideal for cool weather adventure. Complete sleeping, cooking, dining, living and bathroom facilities are right on board, and many RVs come equipped with microwaves, televisions, VCRs and stereos.

All-season RVs are ideal for today's busy families who, because of increasing job and home responsibilities, tend to forego traditional long summer vacations in favor of mini-vacations throughout the year. According to the U.S. Travel Data Center, summer vacations are on the decline, with only 37 percent of vacations taken during June, July and August 1989, down from 50-60 percent, reported in 1980.

In 1989, fall and winter vacations increased by 11 percent, as a growing number of people discovered the pleasures of year-round travel. Of trips taken for pleasure in 1989, the Data Center reports that 37 percent were for outdoor recreation/entertainment. The majority of Americans traveled by automobile, truck or RV, accounting for 81 percent of pleasure travel transportation in 1989.

One outdoor resort company, which operates 14 RV resorts in the

south, California and Mexico expects up to 100 percent occupancy during the fall and winter months at the chain's more than 12,000 RV sites. These resorts have a variety of amenities to offer visitors: Gamerooms, mini-golf, tennis, indoor/outdoor swimming and health spas.

Rental outlets throughout the country rent RVs all year for cool weather vacations, trips to warmer climates, football tailgate parties and other sports events. RVs are also available to rent in your local area or you can choose a fly/drive or rail/drive rental plan to travel to your vacation destination, pick up your rental RV and then explore the region.

Another alternative is the guided RV caravan vacation offered by commercial caravan companies, national camping clubs and RV owners clubs. These group trips range from local getaways to fun-filled rallies and excursions to all corners of the world. Trip planning and routing, campground reservations, tours, planned activities and entertainment are generally included. Caravaners can travel in their own RV or rent one through the tour operator.

An estimated 25 million Americans own or rent RVs, including motor homes, van campers, truck campers, travel trailers, folding camping trailers, park trailers and van conversions. There are approximately 8.5 million RVs in use today.

Reference and Credit Checks

Not only are employers checking job references of potential employees, they are also checking their credit records, reports *The Wall Street Journal*.

Job applicants may not even know this is happening to them because companies are not always telling them—sometimes in violation of the law. Critics question this practice, saying the reports may not be helpful in predicting a person's work

behavior. Critics also say many companies misuse the reports to obtain personal data they aren't supposed to consider, such as age or marital status.

Employers, however, say they use these reports to determine an applicant's integrity. They also use the reports to discover how an applicant handles bills, loans and other financial obligations. This helps the company predict whether or not an applicant is likely to steal, sell company secrets or otherwise act irresponsibly on the job.

Banks and retailers that routinely work with credit reports before granting credit lines or loans have used the reports to screen potential tellers and cashiers. Today, these companies are concerned with internal theft and their liability for employee wrongdoing. In light of this, they use the reports to screen

applicants for all types of positions.

More companies use these credit reports as an alternative to polygraph testing—upon which legislation last year implemented strict usage limitations. To meet employers' needs for additional screening methods, credit-reporting agencies began marketing their files to employers.

While employers are benefiting from this information, many job applicants are losing jobs. If a person had a serious financial problem that showed up on their credit report, they may be rejected for a job. Under the Fair Credit Reporting Act, the primary federal law on credit reports, credit agencies must tell applicants they are being reviewed only if their files contain public records on adverse matters such as arrests, suits, court judgments and tax penalties. Only about 8 percent of reports contain this information.

For now, employers are not required to tell applicants a credit check will be run on them, although some do. However, if an applicant is rejected for a job, "either wholly or partially because of information contained" in a credit report, the law requires the company to tell the applicant why s/he was rejected—and identify the name of the agency that provided the report.

Human Resources Executives Gain Clout

Top human resources executives are gaining power and prestige in many major companies, serving as key advisors to chief executives to help give their firms a competitive advantage, according to a comprehensive Conference Board Report.

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Once concerned exclusively with such technical specialties as employee compensation, benefits, recruitment and union relations, human resources executives are being increasingly called on to implement overall company strategies. Their major task: Managing people more effectively. "A lot of forced change is taking place and human resources professionals are guiding that change," notes Audrey Freedman, The Conference Board's management counselor and author of the report. "In the end, the only business cost that is flexible and internally controlled is payroll."

Tension is building in some firms, however, as the human resources function changes. "Many senior HR executives feel a tension between the demands of keeping current in technical subjects and performing effectively as partners in general management," Freedman points out. "For these executives, it's a priority crunch: Do they concentrate on staying functionally up-to-date or become closely involved in daily business decisions?"

The study incorporates the views of more than 30 prominent human resources executives. They are members of The Conference Board's Advisory Council on Human Resources Management, the oldest of the Board's councils. Conference Board Councils bring together senior executives from throughout the world to share their experiences and insights.

Personnel policies, a part of the business ethic and culture of a firm, are accumulated over decades, the report emphasizes. Past corporate decisions, covering such issues as unionization, hiring practices and benefits, are having a strong impact on current company reality.

Competitive pressures are generating constant change. Many old-line, well-administered companies have been forced to cut costs, improve productivity, become more flexible and responsible, and raise quality. "None of these new

demands," says the Conference Board study, "can be met by following rulebooks and procedures.

Competition is requiring a new and intense focus on the economics of business operations. In younger companies, there is a strong emphasis on speed, on recruiting managers and technical people. Growth and newness can cover error. There is little time for scrutiny. Human resource results will not come in for decades."

Leasing Cars

If you're looking at new cars, you might consider leasing one, suggests *Successful Meetings*.

Leasing rather than buying a car is most beneficial to those who plan to keep their car for no more than three or four years (five years maximum) and who would rely on a loan to buy a car.

Leasing is becoming a better option because car prices are increasing and dealers are disguising the price by offering generous lease terms. Buying a car is not as popular now because deductibility of auto loan interest on federal tax returns has been phased out (10 percent is deductible in 1990, but after that, nothing).

Here are some tips for getting the best deal when leasing a car:

- Negotiate the lowest possible purchase price for the car without telling the salesman you plan to lease the car. Lease payments are based partly on the car's selling price. Once you have the price in writing, ask about a lease and available factory incentives.
- Shop around for a lease without a capitalized cost reduction. This is a lump sum paid at the beginning of the contract to reduce monthly payments.
- Know what "residual value" means. This is the projected value of the car at the end of the lease. The leasing company charges you for depreciation of your car model. The more it depreciates, the higher your monthly payments. This projected value varies

from one car to another. Since you are not interested in buying the car, you should be less concerned about lowering the residual value of the car and more concerned with keeping your monthly payments down.

- Choose a close-end lease over an open-end lease. At the end of your term, you don't want to have further financial obligations to the lease company. With an open-end lease, the car is appraised at the end of the term and if its appraisal is lower than the original estimate, you will be forced to pay the difference.

- Read the fine print. How much mileage are you allowed? What happens if you exceed that amount? Will you get penalized for early return?


A Rare Perk

It's uncommon today for businesses to offer paid travel expenses for an executive's spouse, reports *The Wall Street Journal*.

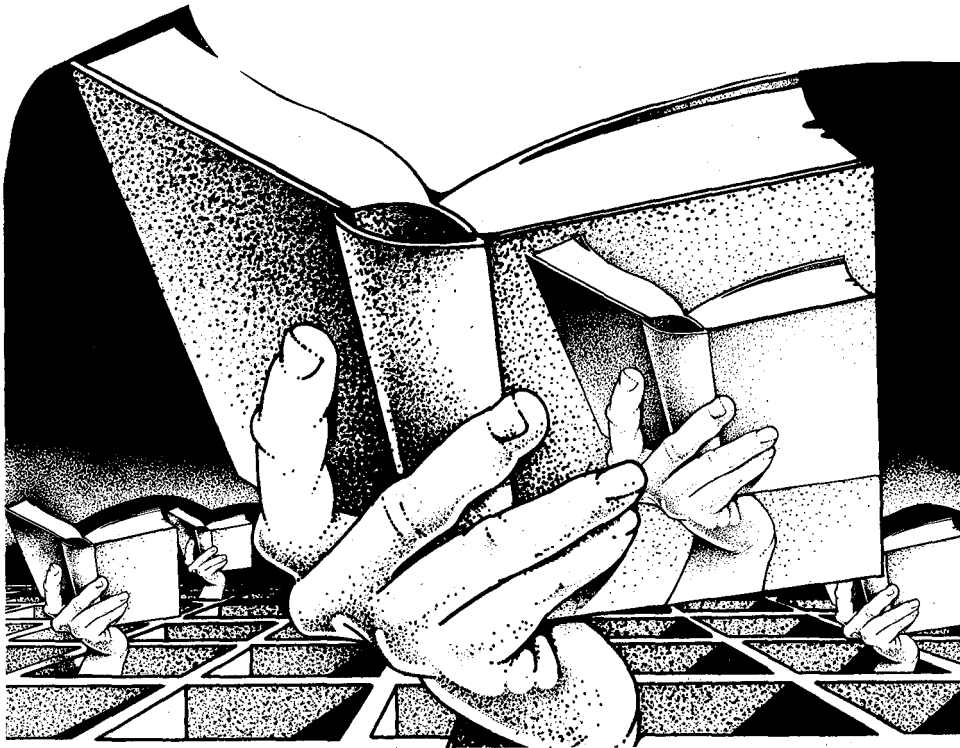
In the past two years, the percentage of companies footing the bill for spouses' travel expenses has decreased. Last year, 47 percent of major U.S. employers provided the perk, down from a peak of 53 percent in 1987. According to the survey, only about 1 percent of the workforce gets the benefit—mostly the elite executives earning at least \$100,000 annually.

In the past, some spouses abused the privilege by using it to travel to such places as New York for a shopping spree at Bloomingdale's or to fly to Europe to run in a marathon.

Why is this perk disappearing? The public doesn't approve of it. Another reason is companies are being held more accountable for their travel expenses as they are forced to comply with tax laws which don't allow tax deductions for non-business spouse trips.

Today, companies pay for spouses' travel expenses only when their presence benefits the company. 

Sorting Out the Health Facts



Monitoring nutrition, staying physically fit and leading a moderate, optimistic lifestyle can help us lead healthier, longer lives. Often, though, reports disagree about just what kinds of food to eat, just how much exercise to get and just what type of moderation is necessary in our lives to be as healthy as we can. This article is a description of these three issues, an analysis of the “facts” and a reminder that we should all strive for healthier lives—we should “practice what we preach.”

by Cynthia M. Brown, editorial assistant

We all want to live healthy lives. We want to do “the right thing” in terms of nutrition, fitness and lifestyle and feel guilty when we don’t. Unfortunately, it’s easy to get confused about what “the right thing” is. While most sources agree that our actions affect our health, there are discrepancies about which foods we should eat, how we should exercise and how we should lead our lives.

This article is designed to get back to basics. Instead of bombarding you with several pieces of information about health, the article examines selected elements of three components: Nutrition, fitness and lifestyle.

NUTRITION

A diet low in fat and cholesterol is a nutritional “commandment.” (This is nothing new.) According to the Department of Agriculture and Health and Human Services, “Americans should avoid too much fat and cholesterol in their diets. Fat, especially saturated fat, raises the level of cholesterol in the blood, which is, in turn, a risk factor of heart disease. There is also evidence that a high dietary fat intake may be associated with

certain types of cancer." Both the American Heart Association and the National Cancer Institute recommend Americans reduce their fat intake to about 30 percent of their total calories.

Of this 30 percent, less than one-third of the fat should be in the form of saturated fats, such as butter and lard. The rest should be from monounsaturated or polyunsaturated sources which help decrease blood cholesterol levels.

The differences between saturated, monounsaturated and polyunsaturated fats are these: "Saturated fats are solid at room temperature," according to Gail Sommerfeld, R.D., director of nutrition education, Hinsdale Hospital, Hinsdale, IL. Examples of saturated fat are "butter, lard, Crisco™ and tropical fats such as coconut, palm and palm kernal," says Sommerfeld. Polyunsaturated fats are "liquid and pour at room temperature, such as corn oil, sunflower oil, soybean oil and vegetable oil—polyunsaturated fats are usually plant base," explains the dietician. "Monounsaturated fats are also liquid and pour at room temperature. They are peanut oil, avocado oil, canola oil and olive oil," she explains.

Saturated fats can raise your blood cholesterol while polyunsaturated fats lower all cholesterol—good and bad. Monounsaturated fats lower all the bad cholesterol (low-density lipoprotein or LDL) and leave the good cholesterol

level (high-density lipoprotein or HDL) untouched.

Reducing fat intake can also help reduce calories. "Fats are dense in calories. Both protein and carbohydrates have four calories per gram; fats have nine," according to Cheryl Platzman Winstock, author of *The Grazing of America: A Guide to Healthy Snacking*, published by the Department of Health and Human Services.

Reducing fat intake is only one of seven guidelines The American Cancer Society has developed and promoted for preventing cancer. The other six are in the column below.

These guidelines suggest getting vitamins A and C from food items. Many people may have a daily routine of taking vitamin supplements. Debates abound about whether pills or food are more beneficial. Some experts say taking vitamins provides a reviving effect. However, the American Dietetic Association strongly suggests sticking to getting vitamins by following the RDA standards.

Advocates of taking vitamins think that even if you eat a fairly well-balanced diet, you may still want to take vitamin and mineral supplements—if only as nutritional "insurance".

In some cases, taking vitamin supplements may not only be advisable but necessary. For example, "People on low calorie diets or unbalanced diets (like strict vegetarians) may not be able to get all the nutrients they need from

American Cancer Society Cancer-Prevention Guidelines

1. Avoid obesity. Individuals 40 percent or more overweight increase their risk of colon, breast, prostate, gallbladder, ovary and uterine cancers. Physicians/dietitians can recommend a suitable diet and exercise regimen to help maintain an appropriate weight.
2. Eat more high-fiber foods such as whole grain cereals, fruits and vegetables. Studies suggest that diets high in fiber may help to reduce the risk of colon cancer.
3. Include foods rich in vitamins A and C in your daily diet. These foods may help lower risk for cancers of the larynx, esophagus and lungs: Dark green and deep yellow fresh vegetables and fruits, such as carrots, spinach, sweet potatoes, peaches and apricots as sources of vitamin A; oranges, grapefruit, strawberries, green and red peppers for vitamin C.
4. Include cruciferous vegetables in your diet.

Certain vegetables in the cruciferous family—cabbage, broccoli, brussels sprouts, kohlrabi and cauliflower—may help prevent certain cancers from developing.

5. Eat moderately salt-cured, smoked and nitrite-cured foods. In areas of the world where salt-cured and smoked foods are eaten frequently, there is more incidence of cancer of the esophagus and stomach. The American food industry has developed new processes to avoid possible cancer-causing by-products.

6. Keep alcohol consumption moderate, if you do drink. The heavy use of alcohol, especially when accompanied by cigarette smoking or smokeless tobaccos, increases the risk of cancers of the mouth, larynx, throat, esophagus and liver.

This information is reprinted with permission from Cancer Facts and Figures-1990, published by the American Cancer Society.

food," reports *The California Nutrition Book* (1987, Little Brown and Company, page 116). If we choose to take vitamin supplements, the authors offer these guidelines:

- Choose a formula that's balanced, giving a full-range of vitamins and minerals—don't overdo any single nutrient.
- As a general rule, use a formula that gives you roughly 100 percent of the United States Recommended Daily Allowance (USRDA) for each nutrient other than calcium, phosphorus and magnesium. The daily allowances for these macrominerals cannot and should not be taken in a single dose. Your formula may also include trace elements for which USRDAs have not been established, and should contain at least 5 milligrams of manganese. Foods rich in manganese are of a plant origin such as cereals, grains, legumes, seeds, nuts and leafy vegetables.
- Don't automatically take supplements everyday. Look at your food diary and figure out how good your ordinary diet is. You may find that taking a supplement once every two or three days gives you all the "insurance" you need.
- Check the expiration date. Vitamins, like drugs, don't remain potent forever.
- Remember that a pill is no substitute for a healthy diet. Most of us seem to know this already. Studies have shown that people who use supplements tend to take better care of themselves in other ways (including eating a balanced diet) than those who don't take them.

On the other hand, the American Dietetic Association urges people to get their vitamins from foods. Gail Sommerfeld shares that approach as she says, "We would rather see people get their vitamins from natural food sources because they get a variety of nutrients in one food." Laurie Meyar, R.D., media spokesperson for the American Dietetic Association (ADA) says the ADA prefers people to get their vitamins and nutrients from food because "vitamins available through food are used better by the body." She explains, "When you are consuming vitamins or minerals, they will actually work together. Taking them in pill form alters this coexistence." Meyar also says taking vitamins in the form of pills increases the likelihood of abuse. "People will tend to take higher amounts than the RDA." In extreme cases, "taking too much vitamin A or C will cause liver damage and recent evidence suggests, taking too much vitamin C, a vitamin thought to flush out of the body, can cause kidney stones." Meyar adds: "Vitamins are catalysts. They need food to work and they depend on each other to work. Taking a sole vitamin will not produce benefits. Getting vitamins through food allows a natural intricate balance to occur and it will alleviate the problems of excess vitamins."

The USRDA is a compilation of the nutritional needs for men and women of all ages. Since it is an average, it does not take into account the special needs of people in certain circumstances, for example, pregnancy, menstruation, those on medication or those with special needs.

If you are trying to plan a diet specifically suited to your needs, you should consult a registered dietician or

someone with an advanced degree in nutrition. (Medical doctors and nurses have received very little or no training in nutrition.)

FITNESS

Research shows those who do not exercise are more likely to cost society more money and to live shorter lives. A recent study performed by the RAND Corporation cited in *The University of California, Berkeley Wellness Letter*, (Vol.6, No.3) reveals those who do not participate in fitness activities cost other members of society a lifetime subsidy of \$1,900. This figure includes various "external costs" which are "costs others pay as a result of a person's decision to lead a comparatively inactive life rather than exercise." These costs also include added medical costs, increased health-insurance payments, sick-leave pay, disability insurance and losses in job productivity. Researchers say the \$1,900 figure "would be higher, but those who do not exercise tend to live shorter lives and collect less pension."

It is important for all of us not only to watch what we eat, but to practice exercising on a regular basis.

How much exercise do we really need? Christopher Scott, research associate for the Institute for Aerobics Research, cites The American College of Sports Medicine Association guidelines for exercise: "They say people should exercise between 3-5 days a week for 20-60 minutes at a heart rate intensity of 65-85 percent of their maximum heart rate."

To figure out your maximum heart rate, take your pulse before beginning exercise. Count the number of beats you feel for 10 seconds and multiply it by 6 to get the total beats per minute. Compare your age and heart rate to the chart on page 12.

Take your pulse after warming up, midway through your workout, immediately after stopping exercise and again after your cool down.

To reach your target heart rate, you can participate in a variety of activities from working out at fitness clubs to gardening, walking and so forth.

If you choose to get your exercise at a fitness club (or to offer it at a club), you should know the difference between the exercises available.

When many people think of an aerobics class, they think of high-impact aerobics. According to Scott, high-impact aerobics involve "a lot of up and down movement and a series of movements which allow both feet to leave the ground." Aerobic dance, jumping rope and running are examples of high-impact aerobics. These exercises are under scrutiny because they provide "greater shock to your lower joints when your body returns to the ground," says Scott.

Aerobics can also be done with low impact and no impact. Low-impact aerobics are activities with

movements "which involve keeping one foot on the ground at all times." Doing these exercises reduces the likelihood of injury. Modified aerobic dance and walking are examples of this.

No-impact aerobics are activities which allow both feet to remain on the ground at all times. Therefore, there is no shock to lower joints. Biking, rowing, cross-country skiing and water aerobics are examples.

If an individual is in shape and healthy, Scott says they can participate in high-impact aerobics. If an individual is overweight or rarely exercises, Scott suggests s/he practice low-impact or no-impact aerobics, especially if s/he has an injury or is trying to recover from an injury or illness.

What are the most effective all-body exercise activities? Scott suggests swimming, cross-country skiing and rowing because they involve the participation of a variety of muscles.

Stretching before exercise is very important, even if you are in good health. Scott says, "Some people are saying you should not only stretch before working out, but you

should also warm-up before stretching." He suggests taking a short walk before you stretch. "This will get your blood flowing and warm the muscles before stretching them." In many cases, stretching before doing aerobics or other exercises warms the muscles and increases flexibility, which, in turn, decreases the chance of injury.

Stretching is not a panacea to avoiding injuries, though. In some cases, stretching can actually increase the likelihood of injury to ligaments or joints. According to *Sport Stretch* by Michael J. Adler, (Leisure Press, 1990, page 13) people should avoid stretching if:

- A bone blocks motion;
- They've had a recent bone fracture;
- An acute inflammatory or infectious process in or around a joint is suspected or known;
- Osteoporosis is suspected or known;
- There is a sharp, acute pain with joint movement or muscle elongation;
- They've had a recent sprain or strain;
- They suffer from certain vascular or skin diseases;
- There is a loss of function or decrease in range of motion.

With these exceptions in mind, you should stretch—and even warm up before stretching—before exercising.

Some health clubs may attempt to sell people on the idea that "working out" will increase the sex drive. There seems to be very little scientific evidence to support this. Scott says, "If studies have been done, I think they've been measured by questionnaire. These questionnaires may ask, 'How was your sex life before exercising? Has it improved since you began exercising?' Howard Rupal of the Society for the Scientific Study of Sex could not cite evidence of this claim. However, he did say, 'If you exercise, it can improve your self esteem. Feeling good about yourself is related to feeling more comfortable about intimacy.'"

LIFESTYLE

The mind-body connection is virtually irrefutable. People who are healthy feel better about themselves; this relates to daily routines and social situations as well. Most people have difficulty sticking to healthy habits over the weekends and on holidays. Besides allowing themselves a sweet or two, they usually smoke or drink more than normal. This is what people need to adjust.

Smoking, for example, "is responsible for 85 percent of lung cancer cases among men and 75 percent among women—about 83 percent overall," according to the American Cancer Society. The society also states smoking accounts for 30 percent of many cancers and "those who smoke two or more packs of cigarettes a day have lung cancer mortality rates 15 to 25 times greater than nonsmokers."

Sometimes it's difficult for people to understand the

MAXIMUM HEART RATE TABLE

Age (years)	Target Heart Rate Zone (beats/minute)	Maximum Attainable Heart Rate (beats/minute)
25	140-170	200
30	136-165	194
35	132-160	188
40	128-155	182
45	124-150	175
50	119-145	171
55	115-140	165
60	111-135	159
65	107-130	153

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danger in smoking. If anyone thinks smoking doesn't really hurt them, they should consider these facts provided by the American Cancer Society in *Smart Move! A Stop Smoking Guide*:

- Cigarette smoke contains about 4,000 chemicals. Many are poison. More than 40 of them cause cancer.
- A smoker's chances of getting lung cancer are 10 times greater than a nonsmoker's.
- A smoker is twice as likely to have a heart attack as a nonsmoker.
- Cigarette smoking is strongly linked with emphysema and chronic bronchitis.
- Pregnant women who smoke are more likely to have low birthweight babies or stillborn babies.
- Cigarette smoke is harmful to all who inhale it, including nonsmokers.
- A smoker's children are twice as likely to be smokers when they grow up.

For anyone who smokes, they can change this outlook if they quit. That's it. The body begins to repair itself as soon as the smoking ceases. According to the American Cancer Society, "Within a few days, mucus in the airways will break up and clear out the lungs. Within a few weeks, circulation improves and smokers can smell and taste more. Within a year the risk of lung cancer begins to decrease."

When people do go out socially, they also need to drastically reduce alcohol consumption or abstain from it completely. Alcohol not only damages brain cells, but heavy drinking increases the likelihood of getting oral cancer and cancers of the larynx, throat, esophagus and liver.

While moderation is the key in nutrition and lifestyle, adopting a positive attitude works wonders. We all can benefit from learning to dwell on the simple pleasures in life. "Good feelings and pleasures reward us twice: In immediate enjoyment and improved health," according to "Healthy Pleasures" by Robert E. Ornstein, Ph.D. and David S. Sobel, M.D., as printed in *American Health* (Vol. III, No. 4, pp. 53-64). The article also reports, "There appears to be a physiology of hope, optimism and happiness that speaks to the heart, the immune system—in fact the entire body. An optimistic way of viewing the world can promise better health and survival over the course of 20-30 years."

Living optimistically and incorporating diet and fitness into your daily actions can be fun. It gives you a sense of control over your environment and allows you to feel more confident to better handle life's stressors. This, in turn, will allow you to enjoy the small pleasures in life and to understand the true value of being healthy and happy.

To help evaluate your lifestyle and how healthy it is, evaluate the factors attributed to health such as monitoring your blood pressure, weight, sleep, automobile safety habits, relationships, and general life satisfaction.

CONCLUSION

It's not always easy to determine what the "right" things are in terms of nutrition, fitness and lifestyle. Try to practice a low fat diet which allows you to get the RDA of vitamins and minerals. Remember that you must exercise more than once a week. You should exercise 3-5 days a week for 20-60 minutes at a heart rate intensity of 65-85 percent of your maximum heart rate. You should stay away from drinking and smoking and adopt a healthy lifestyle of prevention, safety, stress control and enjoyment. These are not the only factors which determine health; other components such as heredity and environment play their roles.

You may be tired of being bombarded with sometimes conflicting reports; you should become more selective about what you choose to accept as truth. Look at where the information is coming from. What are the credentials of the author? Who published the material? If you have further questions, contact associations and researchers who specialize in the field. Remember, each individual has his/her own medical history, genetic makeup and other individual circumstances. Do not assume all information is blanket coverage for everyone. Consult a nutritionist to help develop your own diet (or an employee's), ask a physician to outline your physical limitations and follow a lifestyle of moderation and safety.

Your responsibility as an ES&R manager is to help employees integrate this information into their daily lives. Remember, it's crucial to offer the most factual information you can, so use certified authorities.

You may wish to schedule lunchtime seminars given by dietitians, physicians or other experts. Try circulating health information through newsletters, posters or videotapes. If you're looking for a way to offer a variety of health information, consider organizing a health fair.

Further, implementing a "heart-healthy" food service program and a nutrition/weight education program will help raise employee consciousness about the importance of nutrition in their lives. Offering a fitness facility, a walking program or league sports will help integrate fitness into their daily lives. One member company even developed a leisure fitness program in which employees earned fitness points for activities done at home, such as mowing the lawn, playing with children and raking leaves. Points were assigned to each activity based on its fitness benefits. ES&R managers can also help employees adopt healthier lifestyles by offering smoking cessation clinics, stress reduction sessions and alcohol-free social activities.

In short, ES&R managers can lead employees to healthier lives by offering a host of health promotion programs designed to communicate the information you've just read. After all, that's your job: To share the information you know or have access to, which in turn helps employees be the healthiest, most productive people they can.



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A Labor Shortage?



Reports of a labor shortage in a presently changing and globally aware economic environment are hitting the business sector “below the belt.” But is there really a labor shortage? Or, is something else happening to the American business environment? This article examines some of the issues involved in the answers to those questions.

by Elizabeth D. Martinet, editor

The projections regarding the workforce in the year 2000 have been skewed to the point where many businesses now believe that worklife, as America believes it to be, is going to cease by the turn of the century. Workplace demographics have already changed, so the projections really shouldn't come as any surprise.

The problem with the projections about the future labor pool lies in the presentation of the statistics. One representation of the figures is this: In the 1990s, on average, 51 out of every 100 job applicants will be women, 77 will be aged 16 to 29, 15 will be Hispanics, 13 will be non-Hispanic blacks and 6 will be Asians.¹ This means that 49 will be men, 23 will be over the age of 29 and 34 will be white. But rather than paying attention to both sides of "the facts," complaints of reverse discrimination abound as organizations try to adapt to an increasingly diverse labor pool. Analyzers of the labor pool and futurists consistently point out that, even though workforce demographics are changing, the labor force participation rate of men is expected to remain stable to the turn of the century, at 76 percent.² This means that the average worker in the year 2000 will still be male.

In addition to the above statistics, businesses are concerned with the decreasing supply of workers. The number of entrants into the labor market will decrease by about 500,000 each year between now and 1995.³ That's one way to look at it. Another way to look at it is from the standpoint of the national birthrate. The birthrate is growing, but at a decreasing rate. There are fewer people being born in America to replace the ones who are dying.

What does all this really mean, though? The American workforce is much more sophisticated than a simple statement such as "There will be a shortage of workers throughout the '90s and into the 21st century" would indicate. Let's take a look at some of the issues.

MORE THAN NUMBERS

Given earlier reports of a "population explosion" (even after the baby boomers had already started having the baby boomlet), it is somewhat confusing to believe that businesses are being projected as scrambling to find employees. It is true that there aren't as many people fighting for a chance to work as burger-flippers at Burger Heaven. It is most definitely true that there are fewer biological researchers, engineers, chemists and so on searching for jobs than there are job openings. Reports from the Department of Labor about the unemployment rate complicate matters further. While full employment is considered to be an unemployment level of between 3 and 5 percent, the unemployment rate has been hovering at around 7 percent nationally. This means that there are more people than there are jobs, not the other way around.

This isn't a problem of "number of people in the labor

pool versus number of jobs available." It is a situation in which the skills of people in the labor pool *do not match* the types of jobs available. This is the real issue, then—not numbers, but what America is going to do about the mismatch between people's skills and their chosen career paths; and the types of jobs opening up, growing and changing throughout the '90s.

EDUCATION

A sobering report from a Conference Board study entitled *Literacy in the Work Force* indicated that up to one-third of today's workers will be unable to perform tomorrow's tasks.⁴

While the speculation concerning why the education system isn't teaching Johnny and Jane to read is valid and definitely needed, there is, again, much more involved than whether or not the education system has failed.

For some reason, children aren't pursuing careers in the sciences. This has nothing to do with whether the education system is offering adequate programming in these areas, but with children's interests. What they are doing instead is a mystery, but obviously no one is letting youths know that being a biologist or a mathematician is great.

Fortunately, many businesses have recognized this and have begun establishing programs to encourage student growth and interest in their field. One company has an outreach program which encourages children to come out to the plant to learn about "real-life" science. Other businesses donate their products/services to schools for students to use. For example, a company that produces computer software programs could donate the software and terminals to school systems in the area. This way, the student knows the organization exists and knows what it does. This helps generate interest in the business.

Involvement in student education is becoming a crucial method to recruit future employees and help steer youths in the direction the economy—and technology—is going.

SKILLS

In addition to a mismatch in education and job requirements, there is a definite problem in the workplace regarding employees' basic skills. Illiteracy continues to plague businesses. According to the same Conference Board Report, nearly one-fifth of surveyed firms say they are having problems finding people who can read well enough to qualify for entry level jobs.⁵

The solution sounds more simple than it really is: Make sure people have the basic skills they need. This should be a function of education, but people are lacking

the skills *now* and businesses must address the issue, instead of expecting the situation to correct itself.

The key, again, is business involvement in the community. Many organizations have implemented programs which encourage employees to become tutors; many offer programs for current employees to make sure their skills are at the proper level.

POOR ATTITUDES

A complaint resonating among the business community is that, since it is a "buyer's market," the labor force has become apathetic, uninvolved, only wanting an answer to the question of "What's in it for me?" particularly among younger people.

According to a survey by the National Association of Manufacturers, 73 percent of small firms find it "very difficult" or "fairly difficult" to recruit [young] people for skilled factory work, no matter how high the pay.⁶ There are myriad articles and books condemning the work ethics of teenagers and college graduates.

Part of the problem may lie in the definition. While it may be true that it is more difficult to recruit people for skilled factory work, part of the reason may be due to "image." Unfortunately, too many youths perceive a future of white-collar labor. Too few people encourage entry into a blue-collar life, hence the problem of recruiting young people for skilled factory work (and also for working in fast-food establishments).

Further, the labor force isn't "loyal." Employees don't stay with their companies. Think about this for a moment, though. This seemingly disloyal attitude could be blamed on poor work ethics—or it could be "blamed" on the information age. With technological change affecting every sector of the American economy, it's imperative for employees to maintain a competitive edge. If an employee works for an organization that offers little room for growth or advancement, it's logical to leave after learning or advancing as much as possible.

Benefits packages add to the information which would cause an employee to switch companies. Prospective employees are making their needs known. If company A doesn't provide subsidized childcare and company B does, if the prospective employee needs subsidized childcare, it's a safe bet that the employee will choose to work for company B, all other things being equal.

Fortunately, organizations are beginning to recognize the importance of employee job satisfaction. They know employees want more than a paycheck from their positions. Recognition programs; programs which adapt to various employee needs, such as dependent care or cafeteria benefits plans; flexible work schedules; and flexible work places are all ways organizations can help keep employees on the job and productive.

TRAINING

Given the rate at which the economy and technology are changing, ongoing training isn't really an option, it's a necessity. Workers must be trained to perform the skills required for the job and retrained as necessary.

The challenge for American businesses is to realize this. Just as people changed from typing letters one at a time to running off hundreds using a word processor, people will need to change to adapt to future technologies.

One very effective way for business to encourage this continuing training is either to a) offer formal training on-site or b) offer an education reimbursement program so employees can afford to adapt to their changing job requirements.

BUSINESS ENVIRONMENT CHANGES

The labor pool, business and government combined determine whether there is or is not an actual labor shortage. It is not just a matter of how many people there are in the labor pool, nor is it only a matter of whether people are equipped to handle the challenges of the tasks at hand. It is also a matter of the economy as a whole.

With businesses restructuring at break-neck speed, those left without jobs or who must move to another part of the country find it hard to believe there will be a shortage of workers in the future. Further, the economy has been growing, but at a slower pace. Granted, some industries are growing very quickly, but overall, the economic growth of the nation has slowed.

The global economy also has an effect on whether there really is a labor shortage. Here, too, it seems not to be a matter of sheer numbers of people, but of people with the skills businesses need to compete against foreign counterparts. Again, training is key.

While the number of actual people available for jobs may be lower, it also seems fair to predict that the total number of jobs available will also be lower (given various highs and lows in specific industries, such as the sciences and the service sector). It may not be as low as the number of people looking for jobs, but businesses are already creating solutions to this dilemma.

Some solutions include jobshares, part-time help, temporary help for cyclical work, and flextime to accommodate different scheduling needs.

ES&R's ROLE

Within these descriptions, a few solutions or ways to handle the situation have been described. Any astute

employee services and recreation manager has probably already been able to think of a few examples where ES&R can prove invaluable in dealing with the labor crunch. This is how it should be. Employee services and recreation programming is one of the most important tools an organization can use to help unite employees, both among each other and with management.

For example, as an ES&R manager, you can be instrumental in developing and implementing programs for employees to tutor students in the community. Further, use your resourcefulness to find qualified people for an on-the-job training program for employees with literacy, communication or computational difficulties.

Perhaps your greatest potential influence is on employee attitude. You are responsible for communicating management's concern for employee well-being. Offering wellness programming, recreational programs, fitness programs, service award programs and so forth will help reinforce the concept that the employee really matters to the organization. Enough studies have shown that recognition is important to employees for you to justify the need for your programming.

Further, you can become involved in helping balance the responsibilities between work and home. With so many single parents in the workplace, this is crucial. Involve the family in your programs. Offer seminars in time and stress management to help employees cope with often conflicting responsibilities.

Community programming should be one of your strengths as well. Get the employees out into the community so the community becomes more aware of the positive influence of the organization.

Also, communicate the value of ES&R to present and prospective employees alike. Create brochures or flyers recruiters can use to present the organization as a place that truly cares about employees. Use these flyers to remind employees what the organization offers for them.

While the planning of all this can be difficult, the rewards are many: A more loyal, more skilled, more at-ease, more productive group of individuals.

CONCLUSION

Is there going to be a labor shortage in the '90s and on into the year 2000? If you're looking at statistics, it depends on which ones you're paying attention to. If you consider the complexity of the work environment, if there is a labor shortage at all, it's not necessarily in the sheer numbers of people entering and leaving the workforce. There are still too many corporate restructurings going on, too many organizations that have an early retirement program and too many people who are unemployed to believe there is a labor *shortage* per se. There is definitely a labor *mismatch*. What that mismatch is depends on the

industry. It is true that employees lack the basic skills necessary to compete in an ever-expanding and changing environment. This was also true at the dawn of the industrial age and American business seemed to overcome that. Businesses have begun training, and retraining, employees so they possess the skills the current and future business environment will need to compete in a global economy.

Proactive businesses have already begun using the statistics to their advantage. Given the diversity of the labor pool and the various needs people have (such as single parenting or dual-income couples), many organizations are offering flexible work schedules and benefits packages. Further, if they do experience a labor crunch, they are using creative solutions to handle the work load, such as rehiring retirees on a part-time basis, using temporary services and so on.

ES&R plays a crucial role in helping business adjust to a global economy and a diverse workforce. Time and again, the businesses that remain the most profitable and remain the places people would "love" to work for are the ones with ES&R programs.

Even though the labor pool is a complex arrangement of numbers, skills, career paths and job openings, here is a brief listing of what businesses can and should do to help address the issues of a mismatched labor force:

- Expand on-the-job training.
- Subsidize education for employees.
- Become more active in the community.
- Offer flexible schedules to employees.
- Use creative solutions to handle cyclical labor crunches.
- Offer ES&R programs.
- Create an outreach program to get youths excited about the organization.

These are not curealls to the labor mismatch. But they are definitely steps in the right direction. If history is any indication about whether the business community will be able to adapt to a changing economic environment, they'll rise to the challenge. If businesses want to remain competitive, they'll have to.



FOOTNOTES

¹ Thomas Exter, "Job Applicants," *American Demographics*, November, 1989, (11:11), p. 67.

² Diane Crispell, "Workers in 2000," *American Demographics*, March, 1990, (12:3), p. 36.

³ Laura M. Herren, "The New Game of HR: Playing to Win," *Personnel*, June, 1989, (66:6), p. 19.

⁴⁻⁵ "Corporate America not Ready for Rising Wave of Illiterate Workers," Information for the Press, The Conference Board, October 9, 1990.


⁶ "Youths Turning Away from Blue-Collar Jobs," *Insight*, July 24, 1989, (5:30), p. 46.



ES&R Wish List

We asked a random group of members to create a "wish list" of things they would like for their ES&R programs, if there were such a thing as an ES&R Santa. Here's what they asked for:

- A complete list of upcoming events affecting our employees;
- A facility with an indoor running track so employees don't have to go out into the cold;
- A program to unite our 70 plants to form a cohesive whole;
- An employee store so customers could purchase discount tickets, business incentives, memorabilia, etc.;
- Community relations activities to benefit the environment;
- Employee surveys to find out vacation ideas, discount use, job stress level, etc;
- ES&R to be viewed as a valuable tool, one which genuinely improves employee morale;
- Help begin group discount programs at other company locations;
- Quarterly outings to the theatre and family excursions to sporting events and seasonal happenings;
- Since our companies have expanded so much in the last several years, most of our present volunteer staff would love to see the addition of a part-time or full-time staff person in ES&R. With several different offices located far apart, this would allow one person the ability to travel between each location, coordinate the various events that are being planned and ultimately bring us all closer together in body and spirit;
- To assist our team members in their everyday living by the establishment of daycare facilities at each office location. This would enable many of our team members to have quality care for their children that is convenient and affordable;
- To be able to present monthly "health promotion" seminars;
- To double our yearly contributions to health and welfare, youth organizations, educational enhancement programs, arts and culture, community and area projects in our serving areas;
- To give thorough attention to all possible discounts available and advertise promptly;
- To organize a yearly "fall tour" by train or a fall cruise down the Mississippi.

As one member wrote, "If dreams could come true, we would sure be happy to see at least one of these wishes fulfilled. Santa, are you listening?!" 

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Water Exercise Programs

Here's how adding a water exercise program can help meet various fitness levels and employee needs.

by Shelley Ryan

Water exercise is one of the most quickly-growing fitness choices of individuals with or without an aquatic background. The Dallas Texins Association, which has a facility in Spring Creek, Texas, has a seasonal aquatic program including water exercise classes, water sports and specialty classes.

The Texins Association acknowledges the needs of the employees in planning and developing its water exercise program. We have a list of objectives designed to maximize the benefits a client will gain from participating. The target market is based on those attending existing programs, as well as populations with special exercise needs.

WATER EXERCISE BENEFITS

The Texins Association developed the program to address special populations requiring exercise with minimal impact and varied intensity. Some clients have been referred by their physicians, while other distinctive cases range from prenatal populations to a simple interest in modifying a workout. Regardless of the need, all participants are there to improve their overall health and fitness levels. The program is designed to:

- Enhance cardiovascular fitness;
- Increase flexibility;
- Increase muscle strength;
- Meet new friends;
- Enjoy the aquatic environment through exercise.

Individuals may express special interest in such topics as nutrition, weight control and muscular conditioning. It is important that the

instructor and the program facilitator be knowledgeable in these areas.

SPECIAL POPULATIONS

A noted advantage of water exercise is the fact that 50-90 percent of body weight is carried from buoyancy. This will allow individuals who might be limited on land to participate in many exercises in the water. This is an ideal setting for a gerontology class. The low friction on the hips and knees allows participants to ease through the water, working with a full range of motion. Participants may successfully complete exercises otherwise impossible on land. Close interaction with the instructor will allow expectant mothers to monitor their heart rate and maintain safe exercise levels. Beginning and advanced exercisers can utilize the resistance of the water to increase strength and flexibility.

INSTRUCTOR SELECTION

Recruiting an appropriate instructor is critical to a water exercise program's success. Texins has set criteria a water instructor must meet before teaching class. These criteria include:

- Nationally accredited aquatic certification;
- Exercise physiology knowledge;
- "Water Exercise" knowledge;
- CPR and first aid certification;
- Leadership ability;
- Enthusiasm and ability to motivate participants.

Meeting the instructor requirements guarantees that Texins offers a quality program and instruction. Most of these criteria are required for certification by organizations such as the Aquatic Exercise Association, California Aquatic Association, United States Water Fitness Association and International Dance Exercise Association.

EQUIPMENT NEEDS


The important and obvious apparatus needed is a pool. Desired depth ranges between 3 1/2-5 feet deep. In waist-deep water, 50 percent of the body weight is displaced. At shoulder level, up to 90 percent of body weight is displaced. The instructor can locate the class in varying depths based on the height or condition of participants. Most pools are also used for a variety of other activities, ranging from lap swimming to child lessons and water exercises.

Water temperature is important. If a facility is fortunate enough to have a temperature regulating mechanism, maintaining a water temperature between 82-85 degrees will most likely satisfy all clients using the pool. One factor accompanying water temperature is sun exposure. Outdoor pool temperatures will vary hourly depending on outside temperature and exposure to the sun. Another consideration is the need for music. A portable, waterproof stereo will work well in an indoor and outdoor pool area. Other equipment such as ballet bars, kickboards, water jugs, hand paddles and rubber balls may be used as additional exercise enhancers.

WHAT'S IN A NAME?

The generic term of "water aerobics" can give an exerciser the impression of a high intensity and

high impact land aerobics class, which can be misleading. In fact, it may scare away patrons who are intimidated by the term "aerobics." The purpose of the name is to address all clients with an interest in water exercise as well as to distinguish the program. Texins has chosen the name "W.A.V.E." or "Wild and Vivacious Exercise" to create an enthusiastic and enjoyable image for the class. Other common names include: Hydrobics, aquasize and aquaerobics. An easily identifiable and distinguishing name will make a big difference when publicizing and promoting a program.

great way to encourage participation among varied employee populations. Recruiting an appropriate instructor is vital to a water exercise program's success. While kickboards, water jugs, hand paddles and the like can be used as exercise enhancers, the only piece of equipment you need is a pool with a depth of 3 1/2-5 feet deep. Expanding your programs to include water exercise will allow more employees and their families a chance to maintain and improve their health and fitness levels. 

CONCLUSION

A water exercise program is a

Shelley Ryan is director of programs for Texas Instruments in Spring Creek, Texas.

A Commitment to Excellence in Employee Services and Recreation

Founded over 25 years ago, the National Employee Services and Recreation Association (NESRA) Education and Research Foundation, a 501(c)(3) nonprofit organization, is the research arm of NESRA. It was created to equip the employee services and recreation manager or leader with the bottom-line data needed to support employee services and recreation programming.

Current Foundation projects include:

- Funding biannual field surveys delivering data on salaries, budgets and programming trends;
- Reviewing candidates wishing to conduct research which will supply data to members;
- Funding the publishing of a four-book series of texts concentrating on various subjects in employee services.

Contribute to the NESRA Education and Research Foundation and you will contribute to the expansion of the employee services and recreation field.

Send your tax-deductible donations to:

NESRA Education and Research Foundation
2400 South Downing Avenue, Westchester, IL 60154

Selecting the Proper Strength Training Equipment

Selecting the right strength training equipment can often be a difficult choice. Currently, there are hundreds of manufacturers producing various types or components of strength training equipment. Although all types of this equipment can be effective for enhancing muscle development, some are safer or more efficient than others. In looking at fitness equipment, it is possible to classify the equipment and its positive and negative aspects by the type of exercise that occurs during the use of the equipment: Isometric, isotonic and isokinetic exercise.

ISOMETRIC EQUIPMENT

Isometric exercise is characterized by muscle tension without muscle movement. An example would be to stand in a doorway and push hard against both walls. Isometric exercise is not a recommended training procedure, due to the fact that it causes an abrupt increase in blood pressure, which presents a safety risk.

ISOTONIC EQUIPMENT

The most common type of exercise is isotonic. In isotonic exercise, the muscles work against a constant resistance at a variable speed.¹ Isotonic exercise involves a concentric phase during which the muscle shortens and overcomes resistance; and an eccentric phase, during which the muscle lengthens and is overcome by the resistance. For example, lifting a barbell requires concentric muscle contraction.

Lowering the barbell requires eccentric muscle contraction. The main types of isotonic exercise equipment are barbells, Universal Gym and Nautilus machines

Barbells: Barbells are easy to handle and enable the exerciser to perform a variety of exercises. There are two main advantages to using barbells. First, they are simple to use (when used properly) and they are safe and effective training tools which offer freedom of movement. Second, barbells are relatively inexpensive. The key to the use of barbells is proper instruction and supervision.

Universal Gym: During the 1960s, Universal Gym designed a multi-exercise machine that offers a few advantages over barbell training, i.e. space efficiency and several people can train at the same time. In addition, because selector pins make the weight loads easily changeable, the time it takes for a workout is less than the time it takes to train with barbells. Also, people are away from the weights, so they are less likely to injure themselves using the equipment.

Nautilus: In 1970, the Nautilus Sports Medical Industries introduced the equipment, which isolates individual muscle groups and intensifies the strength stimulus via rotary equipment, direct resistance and accommodating pressure. The theory behind rotary movement is that a muscle contracts in a straight line, but the movement is circular. This type of machine is designed to work one muscle group through a full range of rotary movement, which necessitates a different machine for each muscle group.

Nautilus machines are quiet with an oval cam and chain arrangement that automatically varies the resistance force in accordance with the effective muscle force that decreases the injury potential and increases the strength stimulus.

Here is a discussion of what you need to consider when purchasing strength training equipment.

by Mary Beth Carmichael and Kern Hampton

ISOKINETIC EQUIPMENT

Isokinetic exercise is illustrated by the fact that the muscles work through their full range of motion at a fixed rate of speed.² Low muscle force is matched by low resistance force; high muscle force is matched by high resistance force. For example, if you try to walk in waist-deep water, you produce a relatively small muscle force and encounter a relatively small resistance force. If you attempt to run in waist deep water, you produce a relatively large muscle force and encounter a relatively large resistance force.

Most isokinetic equipment works on the same principal. Brand names are Cybex II and Hydro-Fitness. Because the resistance force never exceeds the muscle force, the risk of injury is low. Another advantage is that this type of equipment produces


little post-exercise soreness. On the other hand, many physiologists would argue that eliminating the eccentric phase of exercise reduces the strength stimulus and the training effectiveness. Another potential problem with isokinetic exercise has to do with motivation. Unlike barbells and weight machines, where you can easily observe the resistance, isokinetic equipment provides little tangible evidence of your exercise efforts.

CONCLUSION

In determining which equipment to offer for strength training in your facility, select the equipment based on user preference and facility characteristics.

Most businesspeople have limited time available and prefer the efficiency of machine training versus

free weights. They generally like a structured circuit training format, such as a line of 10-15 single station machines. Older participants also prefer machine training due to supportive structure and selected resistance features.

Space availability must be taken into account when purchasing strength training equipment. If exercise space is limited, multistation equipment is the best choice. 

Mary Beth Carmichael is a staff member with the Indianapolis YMCA in Indianapolis, Indiana. Kern Hampton is manager of affirmative action and wellness for Public Service Indiana in Plainfield, IN.

FOOTNOTES

^{1,2} Amanda Tiffany, "Buying Fitness Equipment," *Parks and Recreation*, October, 1990, pp. 37, 38.

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Florida has long been considered the preferred destination for college students' spring breaks, havens for retirees and the place people from colder climates visit to escape the winter blahs.

Florida is so much more than this, though. Tourist season is only three and a half months out of the year, from the second half of December to

April. That leaves

many months of sunshine, beaches, marine life, fresh seafood and exciting theme parks visitors often don't take advantage of.

The "off-season," which is from April to mid-December, can be even better than visiting during the height of tourist season. In the autumn, cooler temperatures and fewer crowds make this a more comfortable and relaxed time to visit. If you'd like to enjoy the sun and the beaches during the summer, consider the coastal areas where the gulf stream keeps the temperatures cooler during the summer and balmy in the winter than the inland.

Take advantage of reduced rates, temperate weather and Florida's style of "southern hospitality"—and arrange a group vacation to the Sunshine State in an off-season month.

RATES AND ACCOMMODATIONS

Your group can choose from among a full-range of accommodations which include deluxe beachfront resorts and affordable all-suite hotels. Picture this: You're tired after an exhilarating day of sightseeing and you'd like to relax before you go to dinner. All you need to do is step

outdoors and you're on the beach. Sound too good to be true? It isn't, especially during autumn and summer months when many properties offer 30 to 60 percent savings on their winter rates. Travelers can stay at an oceanfront resort for as little as \$85 a night, double occupancy.

Many areas offer discount booklets or tickets to those who travel between April and mid-December. Two-for-one admissions and discount prices for everything from waterside restaurants to balloon rides can help make traveling much easier on the budget.

As an added incentive, many properties offer a seventh night free, free rental cars with seven-night stays—most even allow children to stay free in the room with parents.

RECREATION

In addition to visiting Florida's beaches—the first attraction of a Florida vacation—Florida offers a potpourri of activities sprinkled throughout the year. Flower shows, Oktoberfests, volleyball tournaments, cooking contests and natural landmark attractions await your group.

Take advantage of the chance to view some of the most beautiful marine life in the world and arrange for a diving expedition. Your travel agent can help you arrange for an instructor to show your group how to view the spectacular marine life indigenous to the area underwater.

Above ground, try an airboat ride through the Loxahatchee wildlife refuge or through the Everglades, where you're guaranteed to see alligators, tropical birds and other wildlife as you zoom through fields of tall sawgrass. Or, visit Florida's Silver Springs, a nature theme park featuring glassbottom boats, a jungle

Florida: Off-Season

Save your group a bundle and visit the Sunshine State during a more relaxed time of year.

by the Florida Division of Tourism

cruise and a New Jeep Safari. Windsurfing, parasailing, biking, fishing, scuba diving and waterskiing are also available to you.

Charter a tour to visit shipwrecks, take a daylong or several-day cruise in the beautiful waters of the Atlantic Ocean, play golf on world-class golf courses, shop—or, of course, relax on the beach.

Make sure to arrange a tour for your group that combines all the aspects of a Florida vacation your travelers seek—beaches, sun, recreational activities, museum visits, shopping or scuba diving—and visit theme and natural parks. Walt Disney World and the Epcot Center, Sea World, Busch Gardens and the Kennedy Space Center (just to name a few) are all guaranteed to show your group a wonderful time.

DINING

What vacation would be complete without sampling some of Florida's fresh seafood? Native recipes provide dining experiences as memorable as the sand on the beaches and the vibrant sunsets. In September, Panama City's "Bay Culinary Classic" is an annual food festival in which both small and large restaurants gather to show off the talents of the area's student chefs.

Try some uniquely southern favorites. Ice-cold Apalachicola oysters on the half shell, fired grouper with hushpuppies, fresh Gulf shrimp and huge seafood platters are all mouth-watering delights.

TOUR ITINERARIES

Itineraries range from two to seven days. How long your group will stay depends on interests, the number of areas to visit, how long it will take your group to reach its destination and so on.

Another factor in the length of your stay will be whether you take a

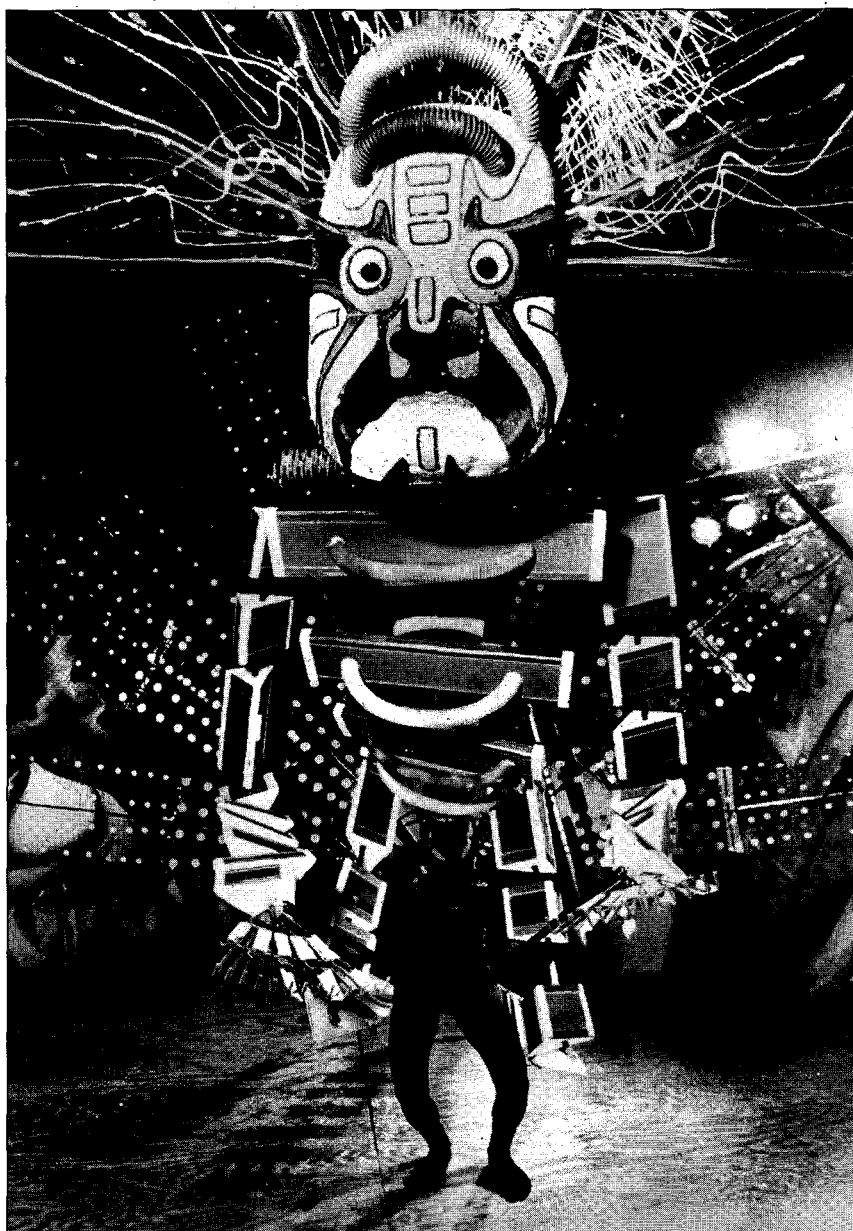
cruise as all or part of the vacation. Cruises range from daylong tours of the "reefs and wrecks" to seven-day extravaganzas aboard elegant ships with personnel who are dedicated to spoiling your group.

Whether your group wants to relax in the sun, tour the state, visit some of the nation's most exciting theme parks and marine life exhibits, or experience fine food and recreational possibilities during a time when fewer

crowds mean a better perspective of all the area has to offer, take advantage of visiting Florida during the off-season. It promises a much more economical vacation that is just as quick-paced and exciting as visiting during tourist season. See you on the beach!



The Florida Division of Tourism is located in Tallahassee, Florida.



The Fantasy Fest, held during Florida's "off-season," features an outrageous costume competition. This is the 1989 winner. The name of the creation is "Futura—Wizard of Motion and Light."

Have you ever thought about what your company logo on store merchandise might do for business? Logo items can be a company store's backbone. They not only provide an excellent advertising and promotional tool, but employees/customers are captivated by their appearance, innovation and creativity.

The Carrier Company Store originally offered basic logo items such as mugs, baseball caps, T-shirts and sweatshirts.

Today, our logo

merchandise has grown to over 50 items and has been enhanced through screening and professional embroidery processes. Although our inventory has been expanded to include non-logo and gift items as well, we remain loyal to our logo items.

product quality, regardless of cost. While most of our employees/customers search for bargains, their search for quality is far greater. In our store, that search for quality is most evident in wearable items (T-shirts, sweats), where a recognized name brand will sell much better than a generic item. The prices may fluctuate to a higher range, but most customers associate name brands with quality.

After you've selected the logo items you want to offer employees/customers, your next step is selecting a supplier. Approach the suppliers you currently do business with—it's a good place to start. If they are unable to help, they may be able to refer you elsewhere.

Remember to be specific about your requirements (i.e., 100 percent cotton vs. a 50/50 blend, 12 oz. vs. 16 oz. mugs, etc.) and to present the exact items for quote to all bidders, regardless of whom you deal with. Be sure to investigate the supplier's reputation regarding deadlines, delivery methods, overruns, etc. The lowest bid doesn't necessarily make it the best deal.

Our purchasing department supports the store's efforts in helping ensure the best possible product. Service, quality and availability are all key factors in your operation's success.

PROMOTION

Once you have selected your supplier and placed your order, the next step should be directed towards advertising and promoting the new item(s). Any successful business can be attributed, in part, to effective advertising. While advertising campaigns can be fairly involved, simple methods are the most effective.

Logo Items: More Than a Name

Offering logo items can enhance your store's image—and increase sales.

HOW TO PROCEED

It's really quite simple to incorporate logo items into your store's inventory. I would suggest starting with basic items such as mugs, caps, T-shirts, etc. They offer an easy, low-cost entry into the logo market and are a good way to survey employee/customer reactions.

Initially, ordering in small quantities is the best way to test the market without making a large investment. If the items don't sell, you aren't left with a large inventory to move. For example, we are currently discontinuing some items that are no longer popular. We find that employee/customer reactions are quite favorable when new items are introduced in their place. Frequency of orders would obviously depend on how well received the items are.

The key to selling logo items is

by Patti Cain

We spread the word about our products via company newsletters, bulletin boards, store display boards and electronic mail. In many cases, when time permits, we will announce the arrival of a new item before it actually hits the shelves. When the order does arrive, we distribute another notice, in case some people have missed the first, and encourage another store visit. Admittedly, some may visit the store only as curious shoppers, but even curious shoppers should be taken seriously. It's important to keep them coming back for more. Creative advertising is a sure way to do that.

WHAT SELLS/ WHAT DOESN'T

It's fun to experiment with new and different items. Some of our endeavors have included logo tie tacks, key chains, tire gauges, pens, etc. Although their sales are minimal, it is nice to keep small amounts in stock, just in case.

We recently introduced an attache case and were pleasantly surprised with its success. Customers are impressed with its quality, durability and affordability. It offers employee/customer appeal, regardless of profession, and makes a nice, moderately-priced gift.

Other semi-successful logo items include golf balls, golf umbrellas, jackets, shorts and athletic bags. We also carry a line of stuffed animals—12 in all. Customers from all over, including overseas, love the variety.

A major surprise came this summer when we offered neon logo sunglasses and golf hats. We had ordered them just for the fun of it. And what fun it was! The new merchandise not only sold out within two weeks, it also brought color and attention to the store.

Our most consistent sales continue to be the basics mentioned earlier—mugs, caps, T-shirts, etc. Because our

store accommodates approximately 16,000 employees located in the domestic U.S., we receive many requests for items to be used in various trade shows and as employee giveaways. Several company sports teams have even been outfitted with employee store logo merchandise.

INVENTORY CONTROL

Since our store has limited space available, customers view the merchandise through a walk-up window. A display area provides additional opportunity to view smaller merchandise at closer range. We also utilize stacking shelves to store, as well as display, store inventory.

In addition, a new software package specifically designed for an employee store operation allows us to track merchandise sales and inventory. It provides the capability of viewing year-to-date sales, sales by commodity and/or month, stock status reports, audit lists of sales at or below minimum levels, etc. It is a welcome addition, as it will greatly enhance our control and tracking abilities.

CONCLUSION

Logo items are what you make them. While some employees/customers feel they can be dull, adding a little ingenuity can make them interesting, profitable and fun. The market may be varied and unpredictable, but the challenge is keeping your customers happy while instilling positive store/customer relations. Get to know your customers' interests. Listen to what they have to say. Their feedback is invaluable. Some of our best ideas originate from employee comments. Just imagine the positive response when, upon returning to your store, an employee/customer sees that you have

implemented one of his/her ideas.

Promoting your logo items also advertises your company name—free advertising at its best. Add to that a quality, reasonably-priced item and you are well on your way to operating a successful employee store.



Patti Cain is store manager/employee services coordinator for Carrier Corporation, a subsidiary of United Technologies Corporation, in Syracuse, New York.

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Newsletter Source Available

Managing Work & Family, Inc. has introduced the Managing Work & Family® Kopy Kit®, a large resource of ready-to-print information that can help employees balance personal responsibilities with the demands of their careers. Full-page illustrated articles, motivating mini-posters and activity pages can be used for training, special programs, newsletters, bulletins or posters by employee assistance programs and human resources professionals. The entire package covers aspects involving family relationships, family responsibilities, taking care of yourself and work.

Kopy Kits® for managers are divided into two areas: "Family Ties & Bottom Lines" and "Managing Troubled Employees."

Managing Work & Family, Inc. is a Chicago-area consulting firm, with offices in Ohio and Tennessee, which offers organizational assessments, childcare facility design, training for managers and employees, child and eldercare referral, and relocation services. Other products include a packaged Employee Health and Family Resource Library, a series of parenting videos and booklets, and Family Days at Work.

For more information, contact Managing Work & Family, Inc., 68 E. Wacker Pl., #800, Chicago, IL 60601, (312) 853-4779 or (800) 621-8334.

New Entertainment Combines Comedy and Sports

ComedySportz is a comedy show performed for large and small groups. Two teams of "act-letes" compete for

laughs and points by playing a series of comedy games, all under the watchful eye of a referee.

Unlike anything you've ever seen, the audience becomes a vital part of a ComedySportz show. Audience members join in the fun by yelling out suggestions, becoming judges and often joining the players on the stage.

ComedySportz has performed for companies and organizations across the country. Every ComedySportz show is customized to your organization and your event. Our show is suitable for all audiences. There's no need to worry about offensive material or off-color remarks.

Other ComedySportz services include customized script writing, "A Day in the Life of Your Company"—a 45-minute Shakespearian comedy based entirely on your company that you'll swear was written by the Bard himself. ComedySportz also offers creativity workshops and has recently been invited to teach these workshops for members of the White House staff.

For more information, contact ComedySportz, 11910 Moss Point Ln., Reston, VA 22094, (703) 471-5212.

Water Exercise Belt Available

Excel Sports Science, Inc. announces national distribution plans for the AquaJogger®, a water exercise buoyancy belt. Water exercise, specifically deep water exercise, has long been considered the ideal method for injury recovery, training and rehabilitation.

The AquaJogger® is made of a high-density foam. It is designed to provide stability in an upright position in deep water. The soft flotation material wraps around the waist and is

secured by an elastic strap with a quick release buckle. Its patented design provides flotation in just the right place, yet allows total freedom of movement for arms and legs.

This water exercise belt can help athletes recover from injury. It enhances the performance of uninjured athletes in addition to becoming an injury prevention tool. Using these belts, more participants can use your pool—both deep and shallow areas. While wearing the AquaJogger®, people can do a variety of activities: Regular swimming, water running, aerobics, cross-country ski movements, water polo and many more.

The AquaJogger® allows for no-impact exercise, which has proven popular for seniors and weight loss programs. Handicapped people and those with diseases such as multiple sclerosis and arthritis have also become strong advocates.

For more information, contact Excel Sports Science, P.O. Box 5612, Eugene, OR 97405, (503) 484-2454.

New Dietary Directory Available

A new Dietary Analysis Program (DAP) is available from DP Directory. Used by the U.S. Department of Agriculture (USDA) in their Cooperative Extension System, DAP is useful for anyone interested in evaluating the nutritional content of their diet. It lets you analyze the 28 nutrients in your diet, discover the sources of each nutrient and study the effects of changes in your diet.

The dietary database contains over 850 commonly used foods. Each food is described in ready-to-use forms and in common-sense sizes. Bread, for example, is measured in slices rather than milligrams.

After you describe your food

intake, the program draws bar graphs showing the percentage of the Recommended Daily Allowance (RDA) for each nutrient. It prints totals for calories, total fat (broken down into saturated, monounsaturated and polyunsaturated fatty acids), cholesterol and dietary fiber. It tells your percentage of total calories from protein, carbohydrates, fats, saturated fatty acids and alcohol. It also gives you totals for copper, sodium and potassium along with their USDA estimated safe and adequate daily dietary intake ranges.

This database will analyze your intake of vitamin A (IU and RE), carotenes, vitamin E, ascorbic acid (vitamin C), thiamin, riboflavin, preformed niacin, vitamins B6 and B12, folacin, calcium, phosphorus, magnesium, iron and zinc.

You can also ask for a report of any single nutrient in your diet. DAP will tell you the amount of the nutrient contributed by each of the foods that you ate and for each of the food groups. It also prints the RDA for that nutrient.

DAP requires an IBM-PC or compatible, two floppy drives or a single floppy drive and a hard disk.

For more information, contact DP Directory, Inc., 525 Goodale Hill Rd., Suite 312, Glastonbury, CT 06033, (203) 659-1065.

Day Care Guide Offered

A new Consumer Alert, published by the Consumer Information Center of the U.S. General Services Administration, offers guidelines for selecting the right day care arrangements for your children.

This publication will offer step-by-step procedures for choosing day care, from describing how to evaluate your own situation and inspecting the center or home, to examining the ratio of children to adults. With this Consumer Alert, you will know what questions need to be answered, such

as, "What is the fee and what does it cover?" "What is the caretaker's policy regarding sick children?" and "Are children allowed to play in a safe environment inside and outside?"

For more information on this Consumer Alert and other publications regarding children's health, safety and education, send for a free Consumer Information Catalog. Write to Catalog, Consumer Information Center, Pueblo, CO 81009.

Clean-Up Program



Contemporary Products, Inc. offers "Total Response," a comprehensive approach to workplace germs and disease exposure using a three-level program.

Level 1—Crisis Response: Emergency clean-up kits are used to respond in a crisis for fast and efficient removal of blood and body fluids in a manner that is consistent with Occupational Safety and Health Administration (OSHA) regulations and Centers for Disease Control guidelines (CDC).

Level 2—General Cleaning and Disinfecting: DI-558 is an EPA-registered, concentrated detergent/disinfectant used for all general cleaning and mopping. DI-558, when used on environmental, inanimate, hard surfaces at two ounces per gallon

of water, exhibits effective virucidal activity against the following:

- Influenza A2-Japan (representative of the common flu virus);
- Herpes simplex type 1 (causative agent of fever blisters);
- Adenovirus type 2 (causative agent of upper respiratory infections);
- Vaccinia virus (representative of the pox virus group).

DI-558 kills human immunodeficiency virus type 1 (AIDS virus) on precleaned environmental surfaces or objects previously soiled with blood/body fluid. It provides maximum surface decontamination without the corrosive effects of bleach or other chemicals.

Level 3—Biological Odor Elimination: OC-5000 is a biological odor eliminator that eliminates odors at their source. When blood, urine, vomit or other body fluid spills occur, part of the mass penetrates porous surfaces like grout, concrete, tile, etc. This embedded portion of the mass cannot be removed by normal scrub cleaning. These unseen compounds often create odors in areas that appear clean. OC-5000 eliminates odor-producing compounds by digesting them using specific enzyme activity. OC-5000 eliminates odors by penetrating porous surfaces and removing the cause, not just masking them with scents.

These products offer the most comprehensive total response program available. They have been specifically developed to help you comply with OSHA regulations and CDC guidelines for workplace blood and body fluid exposure.

For more information, contact Contemporary Products, Inc., P.O. Box 39752, Fort Lauderdale, FL 33339-9752, (305) 771-7091.

New Financial Planning Publication

The College and University Personnel Association introduces *Financial Planning for Retirement*, a

monograph by Louis Morrell. Morrell is financial vice president and treasurer for Radcliffe College.

Many factors support active employee participation in their retirement funds. For example, employees retiring today are projected to live, on average, another 15 to 19 years. Social Security payments will not provide anywhere near the 70 percent of preretirement income needed to sustain comparable standards of living. Rising health care costs and inflation must also be considered. Additionally, many retirees are choosing active lifestyles that shun the "rocking chair."

While there is no "right" strategy for managing an individual pension fund, *Financial Planning for Retirement* points out the issues employees need to consider as they devise their plans for a comfortable retirement.

For more information, contact The College and University Personnel Assoc., 1233 Twentieth St., N.W., Suite 503, Washington, DC 20036, (202) 429-0311.

Remote Controlled Motor Caddy Introduced

Lectronic Kaddy Industries, Inc., announces a new addition to its line of motorized golf bag carriers, the Fleet Kaddy. It provides an alternative to the riding cart—to satisfy golfers who prefer to walk the course—while "moving the game along."

The Fleet Kaddy, equipped with remote control (a device that looks like a small garage door opener and attaches to the golfer's belt), allows the golfer to walk the course for exercise—and time to think about the next shot. With the press of a button, the caddy is put into motion and meets the player as s/he walks to the ball.

Powered by twin electric motors, and with the help of an on-board microprocessor, the Kaddy can be programmed to go up and down hills,

travel specific distances up to 100 yards and meet the golfer at the next tee—all at the push of a button—from a keyboard on the Kaddy or from the remote control device with the golfer.

For more information, contact Lectronic Kaddy Industries, Inc., Meridian Ctr., 6501 Park of Commerce Blvd., Boca Raton, FL 33487, (407) 241-6999.

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For more information, contact Sentinel Marine Products, 130 North Street, Hyannis, MA 02601, (800) 323-5005, (800) 323-5001 (in MA).

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For more information, contact Caddylak Systems, Inc., 131 Heartland Blvd., P.O. Box W, Dept. SF, Brentwood, NY 11717-0698, (800) 523-9080.

New Video-Based Training Program

BNA Communications Inc., a subsidiary of The Bureau of National Affairs, Inc., announced today the release of *Bridges: Skills for Managing A Diverse Workforce*, a new video-based training program designed to teach managers and

supervisors new techniques to manage and motivate a diverse workforce.

According to U.S. Government statistics, minorities and women will comprise 85 percent of all new entrants to the workforce in the next 10 years. Many of these new workers will also be recent immigrants.

Workforce diversity challenges managers and supervisors to identify and solve problems that arise due to cultural, racial, ethnic and gender differences. Such problems often have a direct impact on productivity, job satisfaction and morale.

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For more information, contact BNA Communications, Inc., 9439 Key West Ave., Rockville, MD 20850, (800) 233-6067, (301) 948-0540 (in MD).

1991 Health & Safety Calendars Available

General Learning Corporation of Northbrook, IL, with over 20 years of health publishing experience, has announced completion of the personalized calendars, *Your Health '91* and *Your Health & Safety '91*.

Designed to educate employees about effective health and safety practices, the vibrant wall calendars reaffirm the sponsoring corporation's commitment to the good health and welfare of employees and their families. The corporation's personalized wellness message always remains in full view on the calendar's bottom panel and is reinforced daily, from January through December.

Throughout the spiral-bound pages, the calendars address practical health and off-the-job safety issues. Monthly

sidebars emphasize important points on nutrition, water safety, eye protection, safe driving, exercise, stress management and more. Helpful and healthful tips sprinkle the date pad. A full-page, easy-to-read emergency care guide is standard on all calendars.

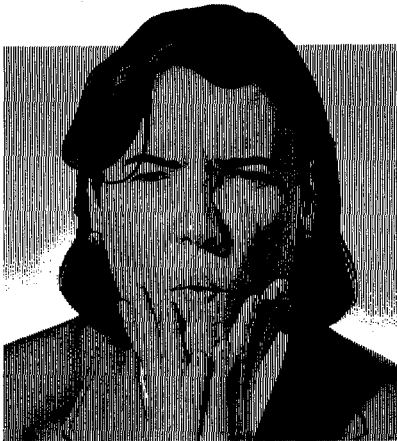
The calendars feature one month per page, set off by striking full-color photos. Large date squares accommodate several appointments.

With a minimum order of 1,000 calendars, clients may also customize the inside back cover; orders of 5,000 or more may include a custom front cover, custom sidebars, custom date squares, or response options, such as a reply card, questionnaires or coupons.

For more information, contact General Learning Corporation, 60 Revere Dr., Northbrook, IL 60062-1563, (800) 323-5471, (708) 205-3000.



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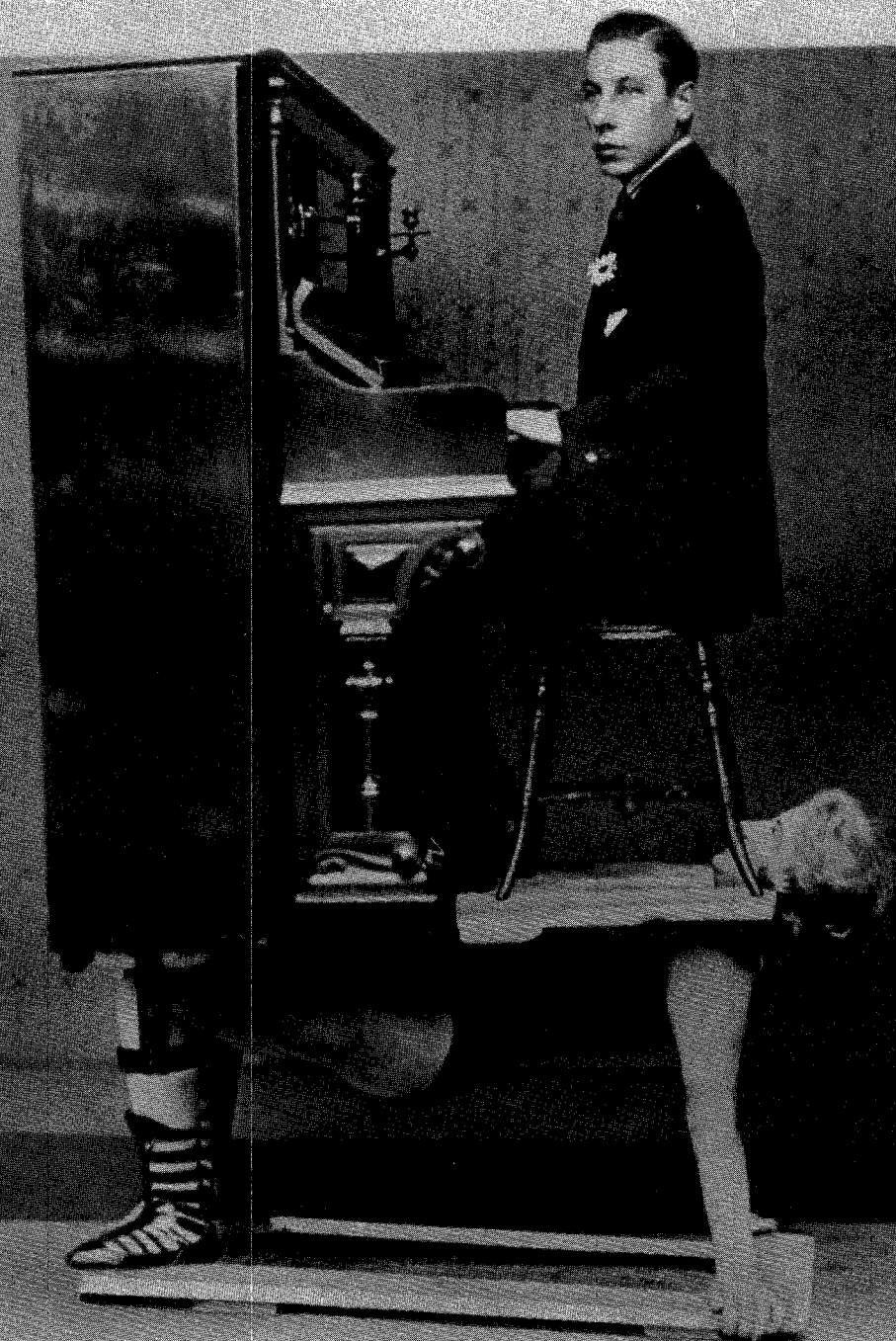
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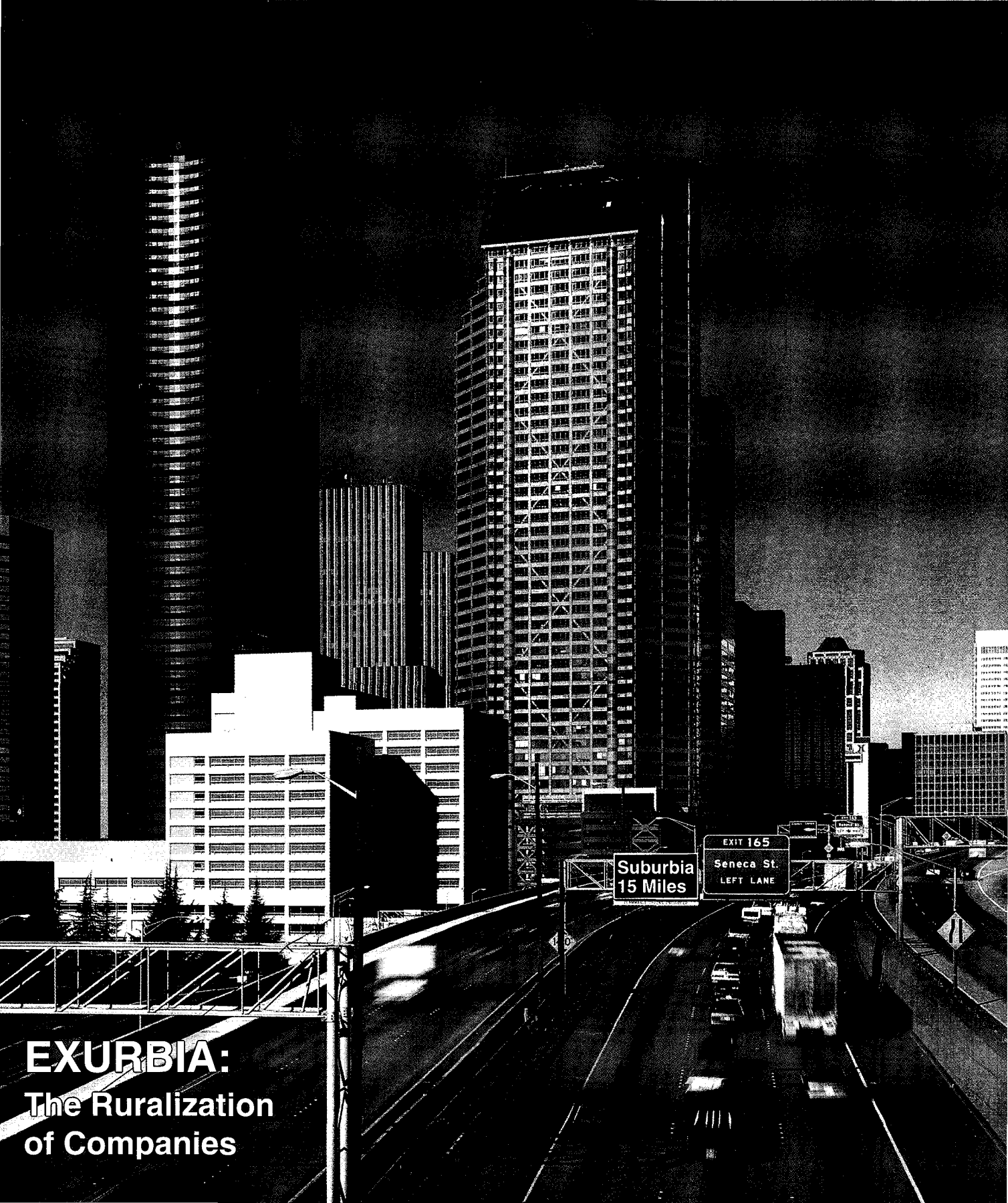
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Over 4,000 organizations throughout the United States, Canada and Mexico belong to the NESRA family. Through such programs as health promotion, sports, travel, discounts, employee stores, dependent care and preretirement planning, they have realized the benefits of employer-sponsored, nonnegotiated benefits.

To tap into NESRA's resource network, publications, conferences, award and discount programs, contact NESRA at 2400 S. Downing Avenue, Westchester, IL 60154, 708/562-8130.

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NESRA's FEATURE SERVICE

NESRA's 1991 Buyer's Guide and Services Directory

The *Buyer's Guide and Services Directory* is a tool to help you begin, improve or expand your ES&R program, including your employee store. It is an annual listing of NESRA National Associate Members and their offerings. With the *Buyer's Guide*, you can offer your employees an array of items/services from discount tickets for amusement parks to discounts on hotel stays, jewelry, sportswear and cars. In addition, you can use this directory to find facilities, supplies and consultants to help you implement effective ES&R programs or stock and operate your employee store.

To serve as a quick reference, the directory is broken down into these 11 categories:

- Awards/Recognition Gifts
- Family Entertainment/Attractions
- Fitness Equipment/Facilities/Services
- Hotels/Resorts
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- Travel Information/Agencies/Visitors' Bureaus

Keep this issue of ESM throughout the year and use it as a resource when offering discounts, planning employee activities and ordering employee store merchandise. Share these discounts with your organization's employees.

The *Buyer's Guide and Services Directory* begins on page 23 of this issue.

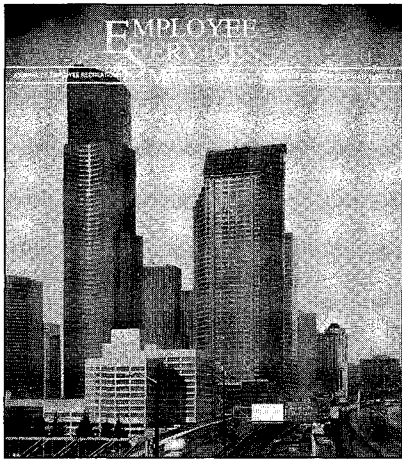
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- ES&R'S ROLE IN ENVIRONMENTAL ISSUES
- 50TH ANNIVERSARY FEATURE
- CAREER PATHS IN ES&R
- EMPLOYEE ATTITUDE SURVEYS

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Keeping Weight Off

What's the best way to lose weight and to keep it off? Exercise is the key, reports *USA Today*. Dieting alone creates a cycle of gaining and losing weight.

A recent study at Baylor College of Medicine in Houston studied 150 people on three different weight-loss programs. The group was divided into three sections: 50 who dieted, 50 who both dieted and exercised, and 50 who exercised.

Study results show those who dieted lost the most weight initially. Those who dieted and exercised lost the second most and those who only exercised lost the least initially.

Who kept their weight off best? Those who exercised kept their weight off and continued to lose. Those who dieted and exercised kept most off and those who dieted only gained it all back in two years.

People may choose to diet alone because they can get immediate gratification with quick weight loss. However, if people can endure the initial weight gain from building muscles by exercising, they will benefit more in the long run.

Economic Outlook

The U.S. economy has not yet fallen into a full-blown recession, "Nor do we think it is about to do so," according to a University of Michigan economic forecast.

"Nonetheless, we believe this to be a time of significant economic cross currents," with positive factors and negative forces clouding the economic picture, according to U-M Professor Saul H. Hymans, Joan P. Crary and Janet C. Wolfe, researchers in the U-M Department of Economics.

"Technically, as of the third quarter this year, the economy may not have

slipped into a classic recession, but it's certainly been slogging through a growth recession for some time," the economists said. "There's ample indication that weakness is still affecting important areas of economic activity."

The forecast was presented by Hymans at the recent U-M 38th Annual Conference on the Economic Outlook. The forecast is based on the Michigan Quarterly Econometric Model of the U.S. Economy, compiled by the university's Research Seminar in Quantitative Economics.

Hymans, Crary and Wolfe expect the Gross National Product (GNP) to decline by 0.6 percent at an annual rate in the last quarter of 1990 and to increase by 1 percent at an annual rate in the first quarter of 1991. The standard definition of recession is two consecutive quarters of decline in GNP.

"When sages look back on this period, they will, in all likelihood, judge it either to have been a mild recession or a near miss," according to Hymans, Crary and Wolfe. "It really won't matter which. We're probably all too hung up on an issue that's more semantic than substantive."

Some of the factors attributed to the slowing economy are high oil prices, the uncertainty resulting from the Persian Gulf situation and tighter credit following the savings and loan crisis, according to the economists. Credit-sensitive sectors of the economy have been hard hit, including auto sales, residential construction and business spending on factories and commercial buildings.

On the positive side, the declining value of the dollar has made American exports more competitive, oil prices may have peaked and will probably begin to decline midway through next year, there's little overhang of unsold goods to push production down further and the Federal Reserve Board has indicated

that it is willing to bring interest rates down.

"All of this combines to yield a forecast of renewed expansion starting early in 1991 and continuing right into 1992," according to Hymans, Crary and Wolfe.

No Beer At Ballgames

A recent study shows the public has very different perceptions about when it is appropriate to drink beer, hard liquor, wine or wine coolers, reports Washington University in St. Louis, Missouri.

Researchers examined the perceived appropriateness of drinking these four types of alcoholic beverages in six different social settings: A celebration like a birthday party or wedding, a nice dinner, relaxing at a bar after work or class, a ballgame, "when the party's really rolling," and after a particularly rough day.

Despite recent efforts to educate the public about alcohol use, people have different perceptions about when it is appropriate to drink the four alcohol categories and about the consequences of excessive use.

For example, 35 percent of respondents said that distilled spirits can lead to alcoholism, while only 8.6 percent said the same about beer. That incorrect belief is reflected in such phrases as "demon rum" and "hard liquor," says one researcher.

Most people surveyed felt wine was appropriate at celebrations or dinners, but not for relaxation or after a rough day. Beer was viewed ambivalently in any of the six settings. Wine coolers are seen as being acceptable at parties, but not ballgames.

Other findings:

- Fourteen percent of drinkers do not believe alcohol causes birth defects. Of those who do, 53 percent said all four types are equally harmful, while

29 percent focused on distilled spirits as the main culprit and 4 percent singled out beer.

- Almost half of those surveyed said distilled spirits contribute to health problems, while only 7 percent and 2 percent respectively said the same of beer and wine. Forty-one percent said all types of alcohol contribute equally to health problems.

- Nearly two-thirds of respondents said beer contributes to underage drinking, while just over 1 percent said the same of wine. Twenty-five percent said that the four alcohol types contribute equally to underage drinking.

- At a ballgame, less than 5 percent said wine was acceptable, while 33 percent felt beer was appropriate. Sizable numbers felt drinking of any kind at a ballgame was inappropriate; beer was deemed inappropriate by 30 percent of respondents; distilled spirits, 35 percent; and wine coolers,

56 percent.

- At a nice dinner, three out of four respondents said wine was appropriate, compared to 14 percent who said beer was appropriate.

- "When the party's really rolling," 49 percent of the drinkers surveyed believe wine coolers are appropriate. People aged 21-29 are significantly more likely than those over age 45 to say that distilled spirits are very appropriate at parties.

Researchers concluded the public needs further education.

Tightening Belts

Corporations are tightening their belts when it comes to business travel expenses, reports *USA Today*.

IBM has set caps on hotel and meal costs, Xerox encourages video conferences instead of out-of-town

meetings and another corporation takes advantage of lower airfares by beginning their meetings on Sunday.

The "red carpet" treatment is even becoming scarce for senior level management as they no longer fly first-class on overseas flights and no longer stay at the most prestigious hotels.

To reduce travel planning costs, more companies are using single travel agencies or hiring travel managers to track costs better. Employees can help cut costs by booking in advance and traveling on weekends to save as much as 50 percent.

Xerox requires its employees to take the lowest airfare that doesn't inconvenience them by more than two hours. They must also stay at hotels approved by the Xerox travel department. Employees have an incentive for staying within these guidelines: If airfare or hotel fees are

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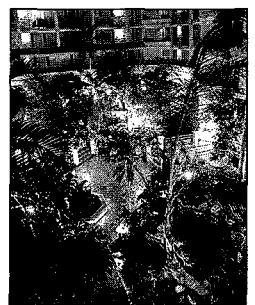
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higher than allowed, employees must pay the difference.

Other than watching hotel and airfare cost, there's not much else companies can do to counteract rising travel costs.

Some companies say that despite rising travel costs, employees deserve some degree of comfort while on the road.

Eldercare: A Clear Misunderstanding

An estimated 83 percent of American families never discuss eldercare arrangements in advance, reports *Inform: The Dependent Care Reporter*. When people find themselves in a situation requiring eldercare, they are unprepared and misunderstand their roles as caregivers.

Eldercare is usually labeled as an "upsetting" topic to both elder parents and adult children, so the topic is almost always avoided. However, it will be easier for the caregiver to make decisions in an emergency situation if s/he knows which of the available options are acceptable to the elder. That's why it is important for elders to explain how they want to be treated, since there may be a time when they will be unable to express their wishes. Discussing this ahead of time will also assure caregivers they are fulfilling the elder's wishes when making such a decision.

Those discussing eldercare should not view it as childcare for the elderly. While children become more independent with age, the elderly become more dependent with age. Eldercare is also more unpredictable than childcare, depending on each individual's medical needs and personalities.

Making plans ahead of time can reduce stress on the caregiver. Sudden eldercare responsibilities can force absence from work and contribute to the neglect of everyday obligations. Caregivers are 20 percent more likely to see a physician than non-

caregivers. They also report higher incidences of depression, sleeplessness, weight gain and weight loss than non-caregivers.

Employees' caregiving concerns can result in increased company health benefit costs and reduced workplace productivity.

To address the needs of employee caregivers, employers can offer a variety of insurance programs, resource and referral services and on-site workshops. These services are only valuable if employees feel comfortable using them.

Vacation Travel Remains Steady

Despite a projected shaky economy, few Americans plan to cancel their winter vacations, reports *USA Today*.

Ski resorts and cruise lines expect to maintain their reservations during this winter vacation season. Their advance bookings are holding steady or are slightly up from last year according to some travel experts.

"We'll see little growth this year," says a publisher of one travel magazine, "unlike other seasons where routinely we've seen an annual growth of 3-5 percent in all areas of travel."

Travel industries are looking upon this upcoming season with cautious optimism. For example, Terri Hart Roberts of the Aspen Ski Association says, "We have our fingers crossed. Aspen tends to weather dips in the economy quite well, in part because we have a large percentage of people who aren't limited in their discretionary income."

The Colorado area is using an aggressive marketing campaign to draw first-time skiers. Skiers can choose from packages to 22 Colorado resorts beginning at \$400 including airfare, lift tickets, lodging and equipment rental.

If skiers continue to think travel is expensive, those on the East Coast will stay on the East and flock to

those ski resorts.

It looks like a ski resort in Lake Tahoe may have a good season since there's been a 10-15 percent increase in inquiries since last year. "People will sacrifice in other areas rather than give up their recreation," says Pete Bansen of Squaw Valley Ski Resort in Lake Tahoe.

The same cautious optimism prevails in the cruise industry. Many vacationers look upon cruises as "a great value and an all-inclusive vacation," says Mary Di Landro of the Cruise Lines International Association.

One Hawaii cruise line is freezing its 1990 cruise and airfare package prices. For those who book by the end of December, prices will remain \$1,095 to \$3,695 for seven-day cruises through May 25, 1991.

Offices by Day Classrooms by Night

The college classroom has made its way into a couple suburban office company locations, reports *Crain's Chicago Business*. With business and academia working together, employees can complete their undergraduate degree "after hours."

A couple companies have converted unused office space into classrooms in an effort to turn administrative assistants and secretaries into managers.

The classroom instruction provided by college professors is offered free through tuition reimbursement programs or at little cost to workers. The program offers employees college credit for their workday experiences. Further, the companies have worked with the university to develop degrees specifically suited to their industry.

The program began by accident when 50 of one company's employees registered for a college class they mistakenly thought would be offered on-site. The university realized the demand for on-site education and it developed a partnership with the two

companies to offer this service.

One of the university's administrators says she was "surprised at the number of workers, many at high levels of management, who don't have college degrees."

These companies bringing college courses on-site will help employees take charge of their own careers and educational advancement.

Microwave Reminders

While food cooks in a microwave, its packaging may release potentially cancer-causing chemicals, reports the *University of California, Berkeley Wellness Letter*.

Some researchers are concerned about this potential danger. They are especially worried about the following food packages/containers:

- **Heat susceptors:** Microwaved food tends to be pale and soft rather than brown and crispy, like foods cooked in conventional ovens. Manufacturers have begun including plastic strips or disks, called heat susceptors, to brown and crisp food (such as pizzas, french fries and waffles). These susceptors are also used to make popcorn pop. The devices absorb microwaves and they quickly become extremely hot, causing food to crisp. They are usually made of metallicized film over polyethylene terephthalate (PET), laminated to paperboard with adhesive.

The FDA has evaluated the safety of the susceptors at temperatures below 300 degrees. They assumed since the microwave ovens heat the food, not the containers, the containers would get no hotter than the food. Recently, though, the FDA

discovered extreme temperatures created by the susceptors, up to 500 degrees, may not only cause PET to migrate into foods, but may also cause components of the adhesives and other packaging materials (including carcinogens such as benzene) to break down and leak into foods.

- **Dual Oven Packaging:** Packaging designed for use in both microwaves and conventional ovens needs to be looked at. Even if chemicals don't travel to food significantly in the relatively low temperatures of a microwave, they may do so when heated according to directions in a regular oven at 350-400 degrees.
- **Margarine and yogurt tubs,** reusable containers, etc.: Many people store food in these containers and warm food in them. These containers are not meant to be heated. The food,

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especially fatty foods, can get very hot, melt the container and start a fire. The containers may also contain dangerous chemicals which can be transmitted to food.

No one knows which chemicals from packaging migrate into microwaveable foods, nor whether they pose health risks at these levels. The FDA has asked the industry for more safety information, which might take months. In the meantime, use glassware or "microwave safe" cookware. Don't use heat susceptor packages and use dual oven packages only in microwave ovens.

Fitness and Mortality

A new study confirms lower death rates occur in the physically fit, according to a study completed by Steve Blair and his colleagues at the Institute of Aerobics Research.

What makes this study different from others? It's the largest study yet conducted measuring fitness and risk of dying. The study is also unique because the aerobic fitness of 13,344 men and women was actually measured on a treadmill. Other studies use the less accurate method of self-report of physical activity.

Subjects were assigned to five fitness categories, ranging from low to high, according to treadmill scores. They were followed over eight years to track any deaths and their causes. Results show lower death rates in the more physically fit. Major findings include the following:

- Death rates from all causes for the least-fit men were 3.4 times higher than the most-fit men and for the least-fit women, 4.6 times higher than the most-fit women.
- Higher levels of physical fitness were beneficial, even for those with other risk factors such as high blood pressure, elevated cholesterol, cigarette smoking or a family history of heart disease. Unfit people without these risk factors had higher death rates than fit people with them. "Fitness appears to compensate even

for other risk factors that might shorten life," says Blair.

- Cancer death rates were much lower in physically fit men and women. Scientists consider this a striking finding which must be pursued.
- Even moderate levels of exercise will result in a fitness level associated with a greatly reduced risk of death. According to Blair, "Just getting out of the least-fit category into the moderate-fitness category provides substantial benefits."

How much is enough? The minimum amount of exercise needed to achieve moderate and high fitness is shown in the following walking examples:

Minimum Dose for Moderate Fitness. Women: Walk two miles for less than 30 minutes at least three days a week or walk two miles in 30-40 minutes 5-6 days a week. Men: Walk two miles in less than 27 minutes at least three days a week or walk two miles in 30-40 minutes 6-7 days a week.

Minimum Dose for High Fitness. Women: Walk two miles in less than 30 minutes 5-6 days a week or run two miles in 20-24 minutes 4 days a week. Men: Walk 2.5 miles in less than 37.5 minutes 6-7 days a week or run two miles in less than 20 minutes 4-5 days a week.

Younger people probably need to do a bit more and older people a bit less than is suggested in the walking example.

Volunteer Vacations Offer Tax Deductions

Take a holiday ski trip, visit a national park or roam a wooded nature trail and use tax deductions to help cover travel costs and expenses, suggests *Nation's Business*.

Thousands of those who like the outdoors take these trips each year. In exchange for food and lodging (in some cases), volunteers help charitable organizations by working

on wilderness-trail maintenance or other types of work associated with the organization.

For example, the American Hiking Society's Volunteer Vacation program involves two-week trips involving wilderness-trail maintenance. If you provide your own transportation, the hiking society will provide food and lodging. Those who drive to the trail site should be able to deduct 12 cents a mile for the round trip. Those who fly can deduct airfare, parking and other travel-related expenses.

Arrangements vary depending on the organization and the project. A spokesperson for the Nature Conservancy says on some volunteer projects, "You pay all of your expenses, including food and lodging." In other cases, lodging is provided.

While many volunteer organizations welcome anyone who is interested, some have requirements. The National Ski Patrol System requires you to pass a series of courses in winter emergency care, CPR, toboggan handling, lift evacuation and special skiing skills.

Tax deductions are not allowed while you are in training. After graduating, and when you begin to do patrol work, you can start deducting out-of-pocket travel expenses the same as any other volunteer project.

Not all nonprofit outdoor organizations qualify for tax deductions. Make sure the organization has an Internal Revenue Service rating as a charity. If it does and it fits into your vacation plans, you can get some deductions.

Here are some organizations seeking outdoor volunteers:

- American Hiking Society, 1015 31st St., N.W., Washington D.C. 20007, (202) 385-3252.
- The Nature Conservancy, 1815 N. Lynn St., Arlington, VA 22209, (703) 841-5300.
- National Ski Patrol System, 133 S. Van Gordon St., Suite 100, Lakewood, CO 80228-1706, (303) 988-1111.



Program At-A-Glance

50th Annual NESRA Conference and Exhibit

April 28-May 2, 1991

The Mirage • Las Vegas, Nevada

SUNDAY, APRIL 28

12:00 noon - 5:00 p.m.

REGISTRATION

Group Information/Hospitality

2:00 p.m. - 3:30 p.m.

REGIONAL COUNCIL
MEETINGS

4:00 p.m. - 5:30 p.m.

NATIONAL COMMITTEE
MEETINGS

5:30 p.m. - 6:30 p.m.

FIRST TIMERS HOSPITALITY

7:00 p.m.

OPENING NIGHT THEME
DINNER

4. Program
Motivational Keynote Speaker

11:00 a.m. - 12:00 noon

CONCURRENT SESSIONS

1. Chapter Talk Show—Chapter
Operations 101

Speaker: Randy Schools,
CESRA, NESRA Past-
President, National Institutes
of Health

2. Employee Store: Purchasing
Strategies

Panel of Speakers

3. Fitness: Corporate Wellness
Speaker: TBA

4. Networking in the '90s

Speaker: Susan Linn, Public
Relations Writer/Author

5. Business Planning:
Buzzwords for the '90s

Speaker: Robert J. Nemus,
Eastman Kodak Company

2. Managing to Travel Safely
Speaker: Alan T. Stutts,
Ph.D., Associate Dean and
Director, University of Nevada,
Las Vegas

3. Effective Written
Communication

Speaker: Nancy Huebotter,
Hughes Aircraft Company

4. Budgets/Finance

Speaker: Dick Brown,
CESRA, Texins Association,
Texas Instruments

5. Liability in Recreation
Activities

Panel of Speakers

4:00 p.m. - 6:30 p.m.

EXHIBIT HALL GRAND
OPENING

7:30 p.m.

EVENING FREE

MONDAY, APRIL 29

8:00 a.m. - 6:00 p.m.

REGISTRATION

Group Information/Hospitality

BREAKFAST ON YOUR OWN

9:15 a.m. - 10:30 a.m.

OPENING SESSION

Fifty Years of Pride & Progress
(video)

1. Invocation

2. Welcome

Speaker: Frank C. Sain,
Executive Director, Las Vegas
Convention and Visitors
Authority

3. Annual Business Meeting

12:30 p.m. - 2:00 p.m.

GENERAL SESSION:

LUNCH

"Pride, Professionalism,
Excellence"

Speaker: Admiral Bobbie Hazard,
United States Navy

2:00 p.m. - 3:00 p.m.

EXHIBITORS MEETING

(Exhibitors Only)

2:30 p.m. - 3:45 p.m.

CONCURRENT SESSIONS

1. Impact of ES&R on

Productivity

Speaker: Craig Finney, Ph.D.,
Associate Professor,
California State University,
Northridge

TUESDAY, APRIL 30

8:00 a.m. - 6:00 p.m.

REGISTRATION

Group Information/Hospitality

8:30 a.m. - 9:45 a.m.

GENERAL SESSION:

BREAKFAST

(Recognition of CESRA, CESRL,
RVESRA, Chapter Presidents,
First Timers)

"Leadership: Fact or Fiction"

Speaker: Richard Flint,
Mentalrobics, Inc.

10:15 a.m. - 11:00 a.m.

CONCURRENT SESSIONS

1. Chapter Talk Show: Planning Programs for Maximum Attendance
Panel of Speakers
2. Employee Store Without Walls
Panel of Speakers
3. Fitness: Benefits of Exercise
Panel of Speakers
4. ES&R Survival in the '90s
Speaker: Stephen Edgerton, CESRA, Xerox Corporation
5. Exhibitor Session
Speaker: Ron Jones, CESRA, Ron Jones & Associates

11:30 a.m. - 12:15 p.m.

CONCURRENT SESSIONS

1. Employee Store: Marketing/ Publicity
Panel of Speakers
2. Fitness: Diet/Nutrition
Panel of Speakers
3. Fund Raising
Panel: Bronson Pharmaceuticals, Entertainment Publications, Qualex Inc.
4. Public Speaking without Fear
Speaker: Judy Moreo, Moreo International
5. Management Awareness Support
Speaker: Joseph A. Karcher, Director, Human Resources and Plant Protection, Hughes Aircraft Company

12:45 p.m. - 2:30 p.m.

RECOGNITION LUNCHEON

1. Invocation
2. Employer of the Year
3. Member Awards

3:00 p.m. - 3:45 p.m.

CONCURRENT SESSIONS

1. Employee Store: Sales Accountability/Tax Implications
Panel of Speakers
2. Fitness: Health Fairs
Speaker: J. D. Smith, CESRA, General Dynamics Recreation Association
3. Publicity/Publications
Speaker: Liz Martinet,

- Director of Communications, NESRA Headquarters
4. Science of Play: Managing Stress
Speaker: Connie O'Connor, Ph.D., Professor, California State University, Chico
 5. Recycling in the Workplace
Speaker: Ralph Ferrara, CESRA, General Mills, Inc.

4:00 p.m. - 6:30 p.m.

EXHIBIT HALL OPEN

(Refreshments will be served)

EVENING FREE

9:30 p.m.

Entertainment/Hospitality
(Courtesy of Sea World)

WEDNESDAY, MAY 1

8:00 a.m. - 6:00 p.m.

REGISTRATION

Group Information/Hospitality

BREAKFAST ON YOUR OWN

9:00 a.m. - 10:00 a.m.

GENERAL SESSION

"Food, Nutrition & Health"

Speaker: Paul A. Lachance, Ph.D., Professor, Nutrition & Food Science, Acting Chair, Department of Food Science, Cook College, Rutgers University

10:30 a.m. - 11:15 a.m.

CONCURRENT SESSIONS

1. Chapter Talk Show: Leadership Development
Panel Leader: Bob Crunstedt, CESRA, Honeywell, Inc.
2. Employee Store: Into the 21st Century
Panel of Speakers
3. Fitness: You're Never Too Old
Speaker: TBA
4. Beyond Service: The Personal Touch
Speaker: Richard Flint,

- Mentalrobics, Inc.
5. Leisure Counseling
Speaker: Maxine Haun, CESRA, Manager, Employee Relations, Rockwell International

11:45 a.m. - 2:00 p.m.

EXHIBIT HALL FINALE
Deli Lunch

AFTERNOON FREE

7:00 p.m. - 8:00 p.m.

NESRA RECEPTION

8:00 p.m. - 11:00 p.m.

CLOSING NIGHT
EXTRAVAGANZA
DINNER

THURSDAY, MAY 2

9:00 a.m. - 10:00 a.m.

GENERAL SESSION

"NESRA Challenge for the Next Fifty Years"

Speaker: TBA

10:30 a.m. - 12:00 noon

CLOSING BRUNCH

1. 1992 Conference Presentation
2. Door Prizes



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Tuesday, April 30, 1991
Red Rock Canyon/
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Spouse	165	175
Student (Includes sponsored functions)	175	175
Retiree	75	75

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Please include your check payable to NESRA. Advance registration cannot be accepted without full payment. Mail check and registration form to: NESRA, 2400 S. Downing Ave., Westchester, IL, 60154-5199. Any questions, call (708) 562-8130.

Cancellation: Full registration will be refunded if cancellation is received postmarked no later than 4/1/91. After that date, refund cannot be guaranteed.

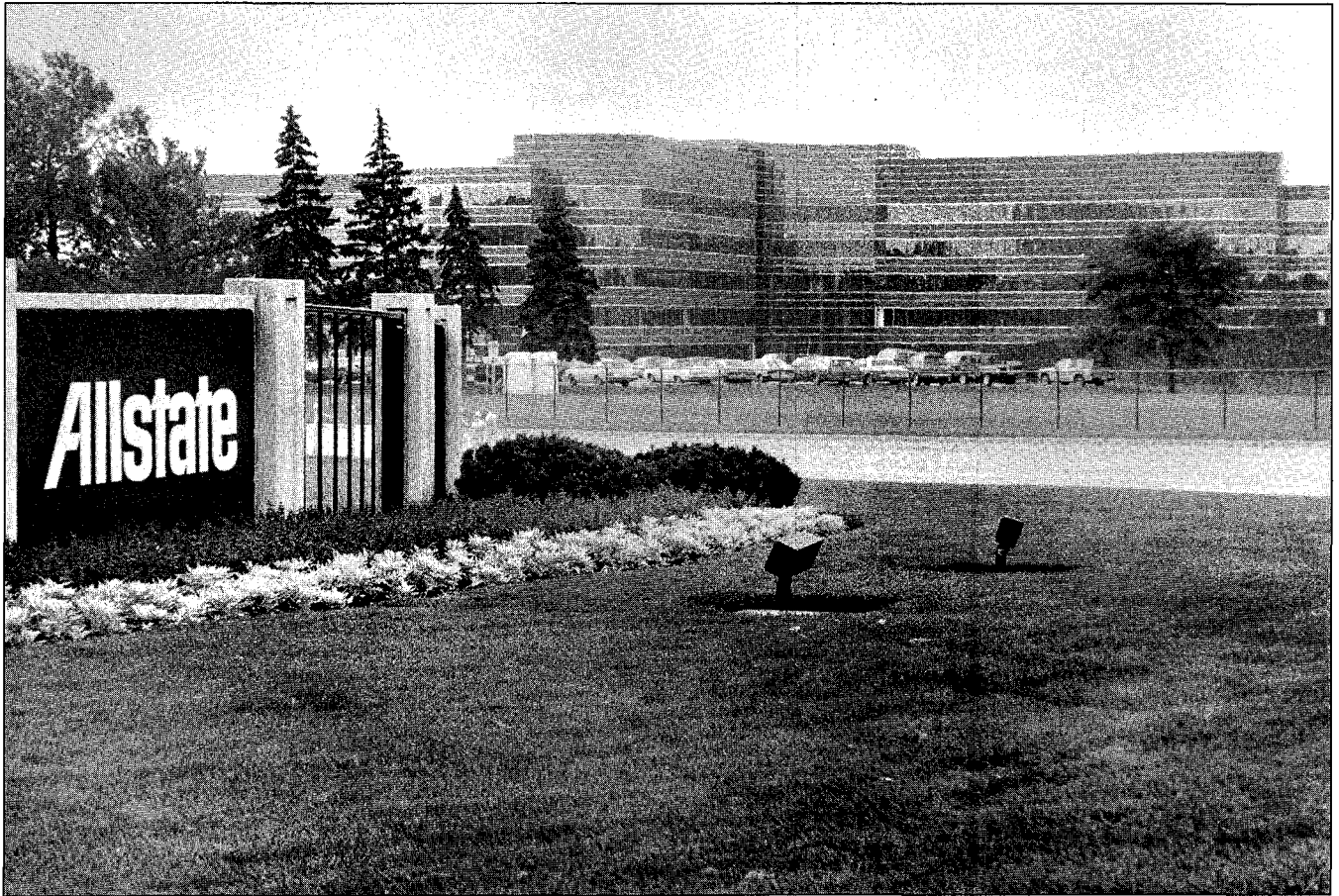
A HOTEL RESERVATION CARD WILL BE PART OF YOUR CONFERENCE CONFIRMATION PACKET. All room reservations must be made directly with The Mirage Hotel. We cannot guarantee room availability after 3/15/91. NESRA Conference room rate at The Mirage is \$93 (single or double—**NO SATURDAY ARRIVALS**—Hotel Policy). Should you prefer to telephone in your room reservation, the numbers are (800) 627-6667 or (702) 791-7444. Be sure to state you are part of the NESRA Conference.

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Exurbia:

The Ruralization of Companies



Many organizations are either choosing or moving to suburban locations. This trend can be attributed to many factors: More affordable land, less congestion, even the opportunity for a campus setting that provides room for expansion. Inherent in suburban locations are a series of opportunities and challenges. This article describes these issues, as well as suburbia's impact on the employee services and recreation manager's programming.

by Deborah L. Hutton

As corporations grow, so does their need for space. Congested, high-rent urban locations often do not afford the luxury of expansion.

The suburbs offer companies the opportunity not only to expand a work location but also to offer a campus setting for employees. The "move" out to the suburbs has many benefits and disadvantages. Transportation, affordable housing and recreational issues are all components which affect the quality of life for suburban corporations and their employees.

THE BEST OF BOTH WORLDS

Allstate Insurance Company weighed all of these factors when they chose Northbrook, Illinois as the site for their corporate headquarters. Northbrook is a suburb of Chicago located approximately 25 miles northwest of the city. Located on 156 acres, Allstate enjoys the benefits of its spacious surroundings while still being within a one-half hour's drive of the city.

The majority of Allstate employees live in the surrounding suburban area. While housing costs are typically on the high side, a diverse group of communities around the area allows employees to find affordable housing. With an outstanding educational reputation, the public and parochial schools in the area offer employees peace of mind regarding their children's education. Daycare centers are also available throughout the area to provide convenience for dual-income or single-parent families.

Crime rates always seem to be an issue when comparing suburban and urban areas. Of course, the population density and broader economic spectrum of the cities produce much higher crime rates. Suburban families can enjoy relative safety compared to the city, since gang-related incidents and high crime frequency have not yet become a daily part of suburban life.

Neighboring communities can still take advantage of the benefits the city

has to offer. Chicago suburbanites often go into the city for cultural events which may not be offered in their town. World-class museums and restaurants lure those outside city limits into Chicago. The diversity of both worlds allows for a full choice of events.

SUBURBAN CHALLENGES

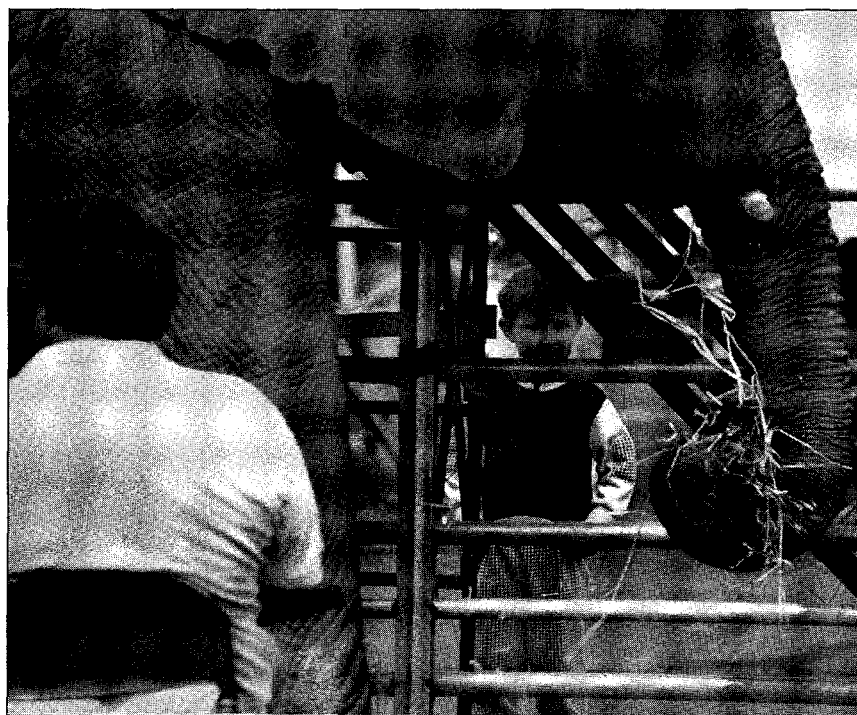
While ample, complimentary parking on Allstate lots takes away the \$12 per day expense of parking in Chicago, commuting can be a problem in the suburbs. Access to major highways is usually not a worry, but the congestion from single passenger cars can cause headaches. While those who choose to remain in the city without the luxury of public transportation can face up to 90-minute commutes each way, many suburban companies offer car or van pooling as an alternative.

Van pool systems are generally employee sustained. One employee volunteers to be the driver in exchange for a waiver on the monthly

fee of participating in the program. Employees are picked up at designated sites and dropped off again at the end of the day. While van pooling isn't for everyone, those with fixed schedules find it a great alternative to the daily car commute. Allstate currently has 41 active vans and has had considerable success with the ride-share program.

Lunchtime can also be a problem. In a suburban company, lunchtime probably means heading to the cafeteria. Going out to a restaurant is a luxury since driving times include five minutes to walk out to the car and drive out of the complex, 10 minutes to drive to the restaurant, and 10 minutes to drive back. That doesn't leave a lot of time for eating. Allstate has invested in high-quality cafeterias which offer employees a wide selection of menu items. Employees feel as though they have an alternative to going to a local restaurant. The cafeteria staff even get involved in employee morale by having theme weeks and offering outdoor grilled items in the summer.

Further, major corporations need to keep a high profile as a leader in their community. Media coverage for



A child watches an elephant eat during Allstate's Family Day Picnic.

community involvement and events in the suburbs does not always come easily. Participation in city issues and concerns, or finding a link between a suburban and a city issue potentially brings more media attention to an event.

This dual-citizen role enhances a company's image and reputation for being a good member of corporate America.

THE ES&R ADVANTAGE

ES&R managers have many advantages to being with a suburban-based company. First, suburban companies usually have space available for sports activities. Allstate offers softball, flag football and volleyball leagues on the grounds, and indoor space for the Toastmasters chapter and other special interest groups and clubs. Allstate's location is close to facilities for the golf, bowling, racquetball and tennis leagues, and the ski club.

Employees can also enjoy the outdoors during the workday by using the pathways. Many companies have constructed pathways around their complexes for employees to use during lunch hours and breaks.

The open land has also allowed Allstate to hold its annual Family Day Picnic on the grounds for the past 12 years. In 1990, approximately 17,000 employees and their families enjoyed 10 carnival rides, 100 craft exhibitors and a wide range of other activities. These benefits would not be as readily available in downtown Chicago or in many other major cities.

Because the majority of employees provide their own transportation and are not tied to train schedules, after-work programs, including sports and educational sessions, are usually well attended. Seminars on issues such as tax law changes can be held right after work in a conference room. Sports leagues can take advantage of scheduling throughout the week to encourage more participation.

Many big corporations also find it advantageous to offer an employee store on-site. Employees who might not be able to get to a store otherwise, can purchase small gifts, cards or other merchandise by walking down the hall.

PROGRAMMING PITFALLS

Since employees live in communities scattered throughout the

suburbs, it's not always easy to plan programs and outings that provide easy access and convenience for everyone. Selecting special events such as circus outings, theatre nights and getaway weekends can be challenging.

While most of the cultural activity is in the city, many suburban dwellers prefer not to make the special trip for an employee outing. Even providing transportation isn't the best answer because so many employees want to drive home on their own after the event.

A good balance of location sites is essential to a suburban ES&R program. However, the planner should always consider where the concentration of employees are located. As in all other things, you can't please everyone.

CONCLUSION

While the argument may long endure, worklife in the suburbs is an excellent alternative to the city. The opportunity for open space, trees, ample parking and excellent recreational facilities all enhance the reasons for corporations to locate beyond city limits.

As ES&R professionals, we can only hope our companies will provide us with the proper setting to execute our jobs effectively. While being located in a suburb does create some programming challenges, the advantages outweigh the need to be creative in planning ES&R activities in which everyone can participate and enjoy.

There's still a big difference between looking out the office window at a tree or the torn-down building across the street. I prefer the tree.



Allstate employees have the advantage of being able to participate in the National Employee Health and Fitness Day, for which Allstate serves as the corporate sponsor, on company grounds.

Deborah L. Hutton is a corporate relations staff specialist for Allstate Insurance Company in Northbrook, Illinois. She has coordinated Allstate's employee services and recreation programs for the past two years.

Employee Services and Recreation Programming



Employee services and recreation programming focuses on offering programs and services responsive to the needs of employees, while also addressing management's concerns. It is up to ES&R managers to successfully balance these differing perspectives. Here's how.

by James A. Busser, Ph.D.

Industrial recreation programs have grown from modest beginnings. A company opened a library for community use in 1854; other businesses provided sports programs for their employees; some organizations planned picnics and furnished their employees with clubhouses. It was from these roots that the first employee association was formed. Much has changed in the workplace since the inception of what are now referred to as ES&R programs. Their contribution to the corporation and the employee continues to remain vital to the needs of both (Tober, 1988).

Employee services and recreation programs are now characterized by their eminent variety. Awarding a gold pin with the corporate logo signifying 25 years of

employment; conducting lunchtime exercise programs or art classes; facilitating the computer club's meeting; purchasing Christmas cards; health promotion; and administering a film processing shop are all examples within the range of possible services. These are a diverse set of activities whose common bond is the setting in which they take place.

The activities are representative of the unique role of employee services and recreation. At the core of this role is the actual involvement of employees in programs and services which meet their needs and fulfill management and employee expectations. The development of programs and services which employees can enjoy is perhaps the

most challenging and rewarding aspect of providing corporate employee services.

THE PROGRAM PLANNING PROCESS

The planning of employee services and recreation programs is a future-oriented process that reduces uncertainty and chance. Program planning is a continuous process that requires diligent efforts and careful attention. Planning is goal-oriented; it is intended to determine and address the benefits to be derived by the company and the employee as a result of the provision of and involvement in ES&R programs. It is important not only to identify the goals to be achieved through the provision of services but also to articulate the means to achieve them (York, 1982). This is the underlying role of the ES&R manager. The program planning process is outlined in the chart below.

ES&R's MISSION

The provision of ES&R programs encompasses the efforts made by the corporation and the employee association to improve the quality of worklife for all employees. Quality of worklife is defined "as a process by

which all members of the organization, through appropriate and open channels for communication, have some say in decisions that affect their jobs in particular and the work environment in general, resulting in greater satisfaction and reduced levels of stress" (Schuler, 1984, p. 437). Quality of worklife is a phrase that represents a philosophical orientation in the workplace often referred to as organizational culture or management style, through which employees experience feelings of ownership, self-control, responsibility and self-respect.

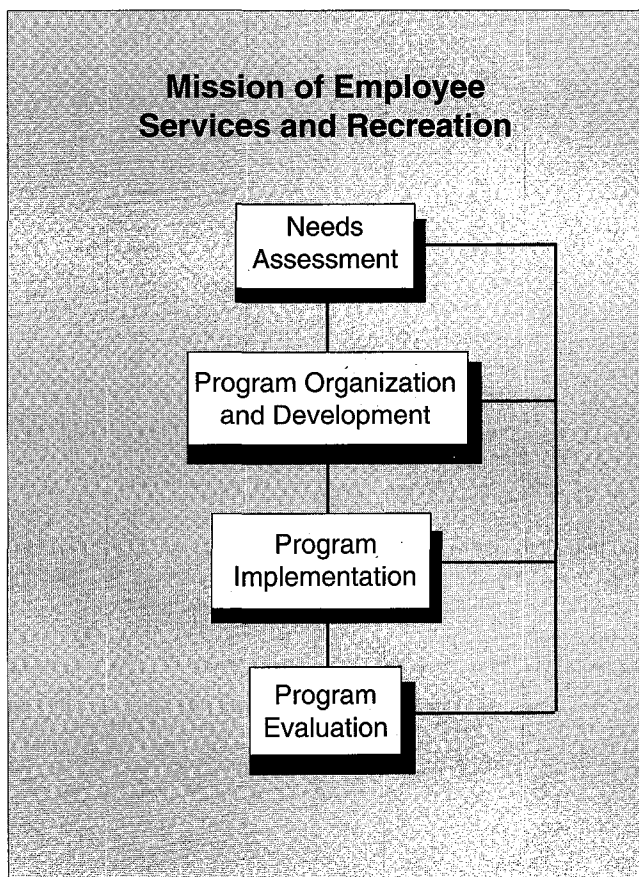
The organizational environment is the primary focus for programming designed to enhance the quality of worklife through ES&R programs. Improving the quality of worklife refers to activities that impact the conditions that affect an employee's experience at the workplace. Some quality of worklife activities relevant to employee associations include providing opportunities for (1) individual choice, (2) participation in decisions, (3) safety and health, (4) development of human resources, and (5) satisfaction of social needs (Hellriegel, Slocum & Woodman, 1989). The corporation's provision of these activities focuses on improving employee satisfaction, increasing job involvement and productivity, and reducing stress, turnover and absenteeism while enhancing profits, competitiveness and survival for the organization (Schuler, 1987).

The mission of an employee association stems from this quality of worklife perspective and provides guidance in the determination and provision of ES&R programs. Further, this philosophical perspective suggests the distinct contribution ES&R programs offer to the employee and the corporation. Employee associations are in a unique situation. Their mission must be a blending of the values of all the corporate actors involved including management, the employees and the professional association staff.

The mission of ES&R drives the development of specific goals which focus on and impact the range of programs and services provided to employees. Each phase of the program planning process is affected by this mission. Employee associations can provide a wide array of ES&R programs. To articulate the mission which underlies the provision of services and programs requires an examination of both the issues and the benefits that accrue to the corporation and the employees from participating in an organized program.

NEEDS ASSESSMENT

While certain outcomes or benefits are desired by organizations through the provision of ES&R programs, one must assume that employee attitudes and behaviors will change only to the extent that those services are personally meaningful to them. To be effective, employee services must address employees' real concerns and interests. Identifying these concerns and interests is the



primary function of needs assessment. Managers in leisure service organizations have reported that the determination of constituent needs was one of the most important functions of their work and required a great deal of their time and attention (Busser & Bannon, 1987).

Needs assessment is defined as an applied research process for gathering data useful for individual and group planning purposes. Needs assessment is important for a variety of reasons. First, it provides a logical starting point for the development of ES&R programs. The content of employee programs should not be determined solely by the budget or what was done in the past, but be based on the results of an assessment of the needs of the employees. Without a needs assessment, programs and services are provided on the intuitive basis of what is believed to be the employee's needs, without verification of those assumptions. Successful programs must keep the employee's perspective in mind. A program that focuses on real needs is perceived by employees as a sincere effort to improve their own and their families' well-being (Garzona, 1989).

Second, needs assessment allows the programmer to investigate the full range of employee interests, concerns and attitudes, rather than narrowly defining their perceived needs. Creative, visionary programming is much more likely to evolve from such a comprehensive, inclusive assessment. Comprehensive needs assessment allows the programmer to identify and target program components based on the salient priorities of their employees. This comprehensive needs assessment provides the foundation for the establishment of programs whose scope and services are broadly, rather than narrowly, defined.

PROGRAM ORGANIZATION AND DEVELOPMENT

The information gathered in an employee needs assessment is utilized to identify the specific programs and services identified as needed by employees and the corporation. Once a program is identified for development, there are a variety of decisions to be rendered by the association. First, goals and objectives should be written. Goals and broad statements of program intent provide direction toward the development of the program's content. Objectives are the specific, measurable outcomes of the program and state the desired result of employee involvement in the program. Second, the program format should be chosen. Program formats (e.g., club competitions) are the structures through which the activity is organized and presented (Russell, 1982). Program formats are selected on the basis of which structure provides the best method of facilitating the goals and objectives of the program. Third, the scheduling of the program must consider seasonal constraints, the duration of the program, the number of sessions and the time of day

that the program will be offered. Each of these scheduling factors are critical to maintaining employee interest and participation. Finally, the manager should document the organization and development phase of the programming process in a written program plan. The plan serves as the basis for managing and operating the program.

PROGRAM IMPLEMENTATION

In order to ensure success, the implementation of programs and services requires careful attention to detail. Several key implementation tasks and decisions must be made. First, a decision must be rendered as to whether the program will be provided by in-house staff or through outside experts. Contracting for the implementation of programs has become a popular method of satisfying the needs of employees and the corporation. Second, there is often inadequate funding to meet all the needs and wants of employees. As a result, generating additional funds and pricing services and programs is of paramount importance. Consideration should be given to a pricing perspective that is most congruent with the goals of the company and the employee association. Third, advertising and promotional tools are designed and utilized to communicate to employees the opportunities for involvement in programs and services. There are a variety of low-cost methods available in the corporate setting to promote programs. Fourth, liability is a significant concern for any organization providing recreation areas, facilities and programs. Issues related to employee safety and worker's compensation need to be addressed.

There are myriad details to consider and tasks to perform. It is often useful to organize these tasks and details through the use of a flow chart or checklist. This facilitates the determination of relevant implementation tasks and the assignment of particular responsibilities to staff.

PROGRAM AND SERVICE EVALUATION

Evaluating programs and services is the final component of programming. Evaluation is a process through which a manager gathers information on the merit or worth of a program or service. The overall goal of evaluation is to improve the quality of programs and services provided to employees. As illustrated in the program planning model, program evaluation is guided by the mission of ES&R. For example, the questions posed and data collected through the evaluation effort will focus primarily on information related to the intended purposes of the corporation in sponsoring an employee association.

The two principle purposes of evaluation are program

management and accountability. First, evaluation supports the program management function by providing the manager with feedback on the strengths and weaknesses of the program as it is currently being conducted. Evaluation techniques may be used to gather the information necessary for a manager to make an informed decision regarding program provision, modification or termination. Evaluation can focus on a number of different issues, such as the determination of goal attainment, resource utilization, examination of the implementation and delivery of services and the measurement of program/services outcomes (Madaus, Stufflebeam and Scriven, 1983).

Second, program evaluation may also be used to collect data to demonstrate program accountability to the corporation and/or its employees. There is an increased demand from funding sources, as well as consumers, that service providers be responsible for both the effectiveness and the efficiency of those services provided. Objective data is used to demonstrate to others the benefits associated with the program, as well as an appropriate utilization of resources. According to Edington, Edington and Yen (1988), few employee associations are currently required to justify programs and services. However, corporations are increasingly interested in the return they obtain from their financial investment in employee associations. Without program evaluation which provides accountability information, employee associations are likely to experience diminished funding.


SHAPING THE FUTURE

There are several challenges facing society that have direct implications for the ES&R manager. Changes in the composition of the workforce, such as a rise in the number of older workers, a dramatic increase of women working and a multicultural employee composition, along with increasing health care costs, will all affect ES&R's future program provisions. Taking a proactive stance regarding these challenges and issues is essential. Attempting to identify and develop programs and services responsive to these issues allows the ES&R manager to contribute to the shaping of the future. This perspective will enhance the importance of the contribution of ES&R programs to the employee and to the corporation.

CONCLUSION

The corporate programming perspective focuses on enhancing the provision of programs and services responsive to the needs of employees while also addressing the concerns of the corporation and management. It is a delicate balancing act for ES&R departments to incorporate the perspectives of employees,

management and professional staff in their delivery of programs and services. In order to be responsive to these groups, managers must conduct needs assessments annually and utilize this information as the basis for program development. Once programs have been identified, organized, developed and implemented, evaluation procedures should be utilized to gain an understanding of the contribution or worth of the programs for employees and the corporation. This information directly impacts the provision of future programs and services.

Responding to the many issues surrounding the provision of employee programs and services is certainly a challenge. Associations and ES&R departments can position themselves for future prosperity by providing meaningful programs and services to employees and documenting the program outcomes for management. The future looks bright for ES&R and the challenge awaits. 

James A. Busser, Ph.D., is an assistant professor in the school of health, physical education and recreation at the University of Nevada, Las Vegas. This article is an excerpt from his book, Programming for Employee Services and Recreation, the second in a four-part series of books published by NESRA about employee services and recreation issues.

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Helping Make NESRA a Household Word



An Interview with NESRA's 1991 President, Bob Pindroh, CESRA

ESM: Tell us about Bob Pindroh.

PINDROH: I am an average guy with a zest for life and all it has to offer. I went to college on a baseball scholarship and have earned two post-graduate degrees. As a family man, I enjoy watching and being a part of my wife's career and seeing my children meet the challenges of their daily activities (I don't, however, enjoy growing old!). I love the outdoors and traveling, and feel as comfortable "roughing it" as staying in an expensive hotel. I enjoy

participating in athletics and following my favorite team, the San Francisco 49ers.

At the office, I get great satisfaction from assisting my fellow employees prosper in their careers; in particular, helping students prepare for entrance into the ES&R field. I am enthusiastic about our field and feel that ES&R will have an important and vital role to play in our corporations' futures.

ESM: What do you enjoy in your spare time?

PINDROH: Hiking, boating, gardening and reading.

ESM: How did you get involved in employee services and recreation?

PINDROH: By fortune. I was working for a physical fitness company lecturing on and setting up fitness programs for fire/police departments, schools and corporations, when one of the corporations I made a presentation to hired me to establish an employee recreation program. That was 15 years

ago and I still enjoy being in this field.

ESM: What are your responsibilities at Lockheed?

PINDROH: I serve as the executive director of the Lockheed Employees' Recreation Club (LERC) and president of the LERC Employee Store, Inc. in Burbank, California. In these capacities, I work with two boards of directors and serve as a liaison with Lockheed management to direct the operations of both entities.

Our recreation programs include athletic leagues and tournaments, hobby clubs, fitness/wellness programs, special events, referrals, discounts and travel. The employee store sells Lockheed logo items and other small fair-trade merchandise.

ESM: What are the reasons a company should sponsor an employee services and recreation program?

PINDROH: There are many reasons, but simply put, it makes good business sense. People are the core of every successful company. They are its strength, vitality and competitiveness. Companies that sponsor and promote ES&R programs send a powerful message to their employees that the company cares for them. This helps build morale which contributes to increased employee productivity. Secondly, ES&R programs provide opportunities for employees to enhance their health and reduce their need for health care, thereby contributing to lower costs in this area. Thirdly, many companies today are "downsizing/rightsizing" to remain or become more competitive. To maintain that competitive edge, however, companies need "talented" employees. ES&R program offerings attract and retain such individuals. I know this to be the case with a number of individuals here at Lockheed. In fact, the sale of a subsidiary was held up this past year, partially due to employee concerns that LERC program offerings would

still be offered at the subsidiary.

Participation in ES&R programs fosters an attitude of team spirit and a better understanding among employees. They also set the stage for the development of future leaders (managers and supervisors) of the company.

ES&R programs nurture the lifeblood of every company—its people. It is the only benefit a company offers where you don't have to have some misfortune befall you or be with the company for a certain period of time to take advantage of it.

ESM: What do you perceive is ES&R's "niche" in an organization? Part of human resources? Community relations/PR? Its own entity?

PINDROH: It is my belief that ES&R should have its own identity within the corporate structure. Ideally, it should be separately incorporated with a governing board of directors comprised of recreation, legal and finance professionals, and employee volunteers, managed by a full-time staff of university-trained recreation directors.

The functions and responsibilities of this organization would be to cover nearly all aspects of employee success and well-being at the workplace. This would include, but not be limited to, recreation, fitness/wellness, food service, employee store, preretirement, employee recognition, blood drive, youth summer camp, newsletter, dependent care and employee assistance programs.

If people are the key to the success of a company, as many company annual reports will attest, then I suggest that ES&R be equivalent to other functions critical to a company's success.

ESM: How do you feel employee services and recreation should address the needs and interests of a changing workforce?

PINDROH: ES&R should be proactive and dynamic. It must be

flexible and quick to change as the needs require. For those of us responsible for these programs and services, we need to stay abreast of societal and global issues and trends, and accurately analyze them as to their current and future impact on our employees.

Programs need to be evaluated annually and discarded if of little value. To hang on to an activity simply because it has "always been offered" or "other companies do it," neither benefits employees nor the company.

ESM: How do you feel ES&R helps balance work/family responsibilities?

PINDROH: ES&R helps in many ways. It provides programs and activities that can include the whole family. Special events such as company picnics, children's Easter Egg Hunts, dances, travel, Christmas parties and discount tickets provide opportunities for families to participate together. Dependent care offerings can put employees' minds at ease while they focus on work responsibilities and/or career development.

Through the availability of sound fitness/wellness, athletics and hobby club programs, ES&R can provide avenues for tension relief, enabling individuals to better cope with the stresses of daily living, work and family.

ESM: What could/should we be doing to involve more academic persons in our association?

PINDROH: We need to more actively "reach out" to the academic community and begin to communicate our needs to them and solicit their help in conducting research, training present and future leaders, developing long-range plans for our ES&R organizations, providing student interns, and publishing articles for ESM and texts.

I believe we've made only a half-hearted effort in this area. We've

limited ourselves to those academic individuals associated with recreation and/or fitness. What about those in the schools of business or education? Those schools have individuals trained to assist us with developing business plans, marketing, accounting, finance, law, journalism, youth summer camps, daycare centers and more. These areas concern all of us in the ES&R field.

Our universities, colleges and community colleges have resources available to us that we don't take advantage of. It'll take a lot of work, but as NESRA begins its second 50 years, I hope we'll begin to develop a closer relationship with the entire academic community.

ESM: What advice would you give to a company that is just starting to organize an ES&R program?

PINDROH: I would advise them to plan for success and be committed to being successful. It has been my experience in starting an ES&R program from literally nothing and observing other start-ups that, once ES&R programs were introduced, the programs "explode" and continue to prosper. Our programs and services reach the "heart and soul" of our employees and they respond to our offerings. Some companies venturing into the arena for the first time seem to be too preoccupied with participation levels and underestimate the resources needed to support ES&R so it can meet employee and company needs.

ESM: We've just completed a three-year strategic long-range plan. How did you find the experience of serving on this committee and what are some key elements of the plan?

PINDROH: Serving on the long-range planning committee was a rewarding experience. I served on the first planning committee as well and feel honored to have been able to make direct input into shaping our association's future.

Key elements of this plan, I believe, are the need to promote ES&R as an integral part of our firms, developing our staff and enhancing two-way communication (better customer service) among our membership. All of these elements are intended to bring greater visibility and understanding of the ES&R field and NESRA to the general employee populace.

ESM: What is your perception of the value of volunteering to serve on a NESRA committee? What advice would you give to encourage others to become involved in NESRA?

PINDROH: The value of serving on a NESRA committee provides all of our membership the opportunity to have a "say so" in shaping our association.

Everyone I have met in my 15 years in NESRA is more than capable of making a positive contribution to NESRA. Our association has people with skills in finance, communications, wellness, education, marketing, recreation programming and management, to name a few. These talents are all needed to build a strong association. Our members

simply need to "jump in and go for it." NESRA needs you!

ESM: You've attended over a dozen national and regional conferences. What does an experienced member like yourself gain from these conferences? On the other hand, what can a novice expect to learn?

PINDROH: I have not been to a conference, committee or board meeting where I haven't learned something that has helped me in my daily job. Conferences are not only valuable for the learning sessions, but also for networking opportunities. Every individual you meet, no matter how long they've been in the field, offers a unique resource for you in solving problems or providing ideas for better ES&R programs and services.

For the novice, conferences open whole new vistas of learning, networking, problem solving and making friends beyond the "friendly confines" of companies or local chapters. At a conference, no experience or conversation can be too small. I remember riding up an elevator with an individual from a large petroleum company, whom I



President Pindroh proudly poses in front of some of his favorite employee store items.

regard as a real expert in the fitness/wellness field, discussing our company's wellness committee. When we reached his floor, he thanked me for the information I shared and told me I just "paid" his conference registration fee. In my years of conference attendance, I've heard similar stories. Our members need to stop asking, "Can I afford to go to the conference?" but rather ask, "Can I afford NOT to go to the conference?"

ESM: What is the future of employee stores?

PINDROH: I believe the future of employee stores is bright. As companies "restructure" and "trim fat," ES&R is competing for fewer available company funds. Generating more of our own operating revenues is an answer to this limited funding. It has been shown that employee stores can provide that funding. In addition, they provide a tremendous cost saving benefit for our employees. Employee stores are a win-win entity.

The employee store section is one that will be given more attention in the future. An employee store committee has been established to ensure the full potential of employee stores is researched and developed.

ESM: NESRA will be celebrating its 50th year in 1991. Why do you think it's survived and grown for so many years?

PINDROH: NESRA has survived and grown due to the dedication of its members and the ability to adjust—and adjust quickly—to meet the needs of a changing marketplace. I believe our new structure will enable NESRA to better utilize the talents of our members to more effectively meet each new challenge presented in our companies and to NESRA.

ESM: What ingredients are needed to put together a winning combination for NESRA, say, like your favorite team, the 49ers?

PINDROH: Winning teams and organizations are comprised of three main ingredients. Foremost is talented and committed players. I use the term talented and committed together because talent alone is not enough. The players must be committed to winning, which means all the facets that bring about winning: Dedication, selflessness, health, strong work ethics, tolerance, perseverance and a belief in themselves. These all equal teamwork. What goes on on the playing field is a mere result of a team applying these ingredients.

Secondly, a team needs visionary leadership. That is a coach, or a front office with a long-range plan for its future. Some teams are committed to winning a championship one year; others, in forming a "dynasty" of many championship seasons.

Thirdly, they need adequate financial and physical resources to fulfill their vision. These resources can be acquired through proper planning and effort.

These ingredients are interdependent upon each other. They are all necessary and required if NESRA is to establish itself as an association leader.

ESM: As the cliché states, "Hindsight is 20/20." What are

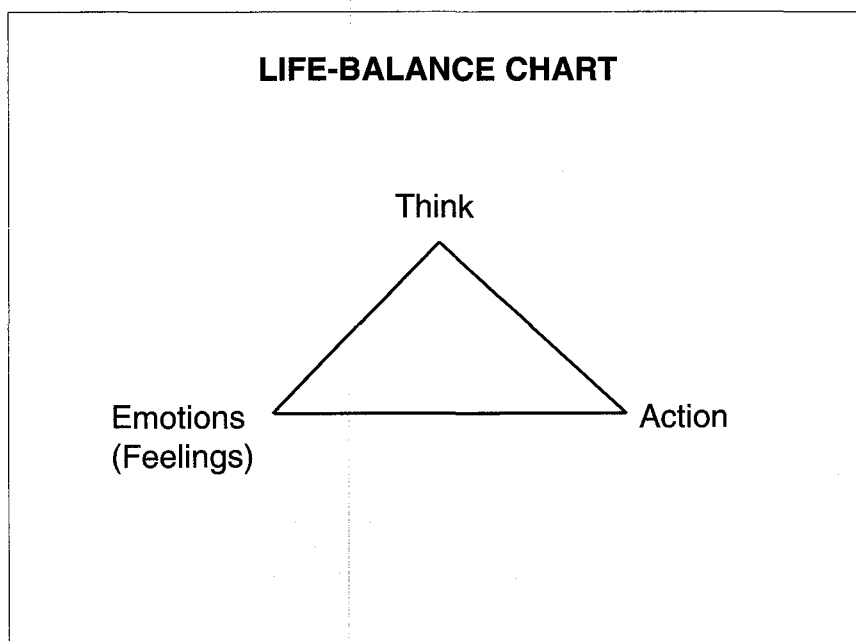
some important things you have learned?

PINDROH: In looking back over my career in ES&R and NESRA, the biggest lesson I've learned can probably be summed up by the diagram below.

As individuals we've all had strong emotions about how we feel things (NESRA) should be or how problems should be solved. Sometimes we've gone immediately from emotions to action and "gotten burned." I know I have. But whenever I have taken time to think things through before taking action, the results are much better. As a manager, NESRA director and family man, I've put the chart into practice and found it to lead to win-win situations every time.

ESM: What would you like to be remembered for after your term as president is complete?

PINDROH: I would like to be remembered as the individual who chartered NESRA's course toward becoming a household word among corporations (foreign and domestic) as the premier association that fulfills all the needs of the ES&R community.



NESRA's 1991 Buyer's Guide and Services Directory

*A Collection of Cost-Saving
Products and Services*

The *Buyer's Guide and Services Directory* is a tool to help you begin, improve or expand your ES&R program, including your employee store. It is an annual listing of NESRA National Associate Members and their offerings. With the *Buyer's Guide*, you can offer your employees an array of items/services from discount tickets for amusement parks to discounts on hotel stays, jewelry, sportswear and cars. In addition, you can use this directory to find facilities, supplies and consultants to help you implement effective ES&R programs and/or stock and operate your employee store.

Read through the *Buyer's Guide* to see what is available to you and your employees. Then, call your National Associates to receive more information about their products/services. To serve as a quick reference, the directory is broken down into these 11 categories:

- Awards/Recognition Gifts
- Family Entertainment/Attractions
- Fitness Equipment/Facilities/
Services
- Hotels/Resorts
- Merchandise Discounts/
Fund-Raising Programs
- Photofinishing
- Specialty Services
- Sporting Goods/
Fitness Information
- Sportswear
- Travel: Cruise Lines/Airlines
- Travel Information/Agencies/
Visitors' Bureaus

Keep this issue of ESM throughout the year and use it as a resource when offering discounts, planning employee activities and ordering employee store merchandise. Share these discounts with your organization's employees.

As NESRA gains more National Associate Members, their products and services will be printed in every other issue of ESM in the "Buyer's Guide Update" department. Collect the "Buyer's Guide Update" pages and file them with this issue for your easy reference throughout the year.

The National Associate Members have joined to serve you. Use their products and services as often as possible!

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(201) 345-1008
Contact: William Barra

FAMILY ENTERTAINMENT/ ATTRACTIONS

AMF BOWLING CENTERS
2675 Paces Ferry Rd., Suite 215
Atlanta, GA 30339
(404) 433-2222
Contact: Dan Rochin

AMF Bowling Centers offer free group bowling parties and special discount prices exclusively for NESRA members and their families in bowling centers across the country.

AMERICAN POOLPLAYERS ASSOCIATION, INC.
1000 Lake St. Louis Blvd., Suite 325
Lake St. Louis, MO 63367
(314) 625-8611
Contact: Phil Martin

American Poolplayers Association, Inc. offers a nationwide program of Amateur Handicapped Billiard Leagues. Ladies and gentlemen, regardless of their ability, can enjoy this top recreational sport in a team format.

BILTMORE ESTATE
One N. Pack Sq.
Asheville, NC 28801
(704) 255-1718
Contact: Dale Rice

The Biltmore Estate offers NESRA members an employee discount to the "Biltmore House" through a direct purchase program as well as consignment program. For more details, please call or write.

BRUNSWICK RECREATION CENTERS
520 Lake Cook Rd., Suite 400
Deerfield, IL 60015
(708) 317-7300
Contact: Susan Schory-Jones

Brunswick, the largest chain operator of family bowling and recreation centers worldwide, offers free group bowling parties to NESRA companies wishing to organize a bowling program for their employees on a local or national basis.

BUSCH ENTERTAINMENT CORP.
c/o National Sales Office
1604 Trebor Ct.
Lutherville, MD 21093

(301) 560-1377
Contact: Nancy Lanagan

The Busch Entertainment Corp.'s family of theme parks offers discounts at Busch Gardens, Tampa; Busch Gardens, Williamsburg; Cypress Gardens, Winter Haven; the Sea World parks in California, Ohio, Orlando and Texas and our water park, Adventure Island in Tampa, Florida.

**FLORIDA'S SILVER SPRINGS/
FLORIDA'S WEEKI WACHEE**
P.O. Box 370
Silver Springs, FL 32688
(904) 236-2121
Contact: Lannie Avery

Silver Springs offers you a voyage on a jungle safari, a breathtaking ride on a world famous glassbottom boat and Florida's largest exotic animal petting park. The mermaids of Weeki Wachee perform beautiful underwater shows and thrilling free flying birds of prey shows.

GROUP DISCOUNT ATTRACTIONS
64 Division Ave.
Levittown, NY 11756
(516) 735-4200
Contact: Carole Fishman

Group Discount Attractions are licensed theatre party and group sales agents for Broadway theatre, off-Broadway theatre, Radio City Music Hall, Lincoln Center. Producers very often discount tickets to groups of 20 or more for such productions as "Les Miserables," "Cats," "Piano Lesson," etc. Luncheons as well as tours of New York City can be arranged.

**ICE CAPADES/HARLEM
GLOBETROTTERS**
6121 Santa Monica Blvd.
Hollywood, CA 90038
(213) 461-5400
Contact: Ruthanna Terreri

Ice Capades/Harlem Globetrotters offer substantial savings on performances. A variety of programs are available, developed especially for NESRA members, to benefit employees.

KINGS ISLAND
c/o Group Sales
Kings Island, OH 45034
(513) 398-5600
Contact: Jerry Greager

Kings Island Theme Park offers visitors seven themed areas containing world-class

rides, attractions, Broadway-style shows and 12-acres of wet and wild water activities for all ages. Admission discounts are available to NESRA companies through a variety of ticket programs.

MARINE WORLD AFRICA USA

Marine World Pkwy.
Vallejo, CA 94589
(707) 644-4000 ext. 228
Contact: Cyd Antang-Scheer

Marine World Africa USA is a one-of-a-kind wildlife park and oceanarium. It is home to a wide variety of animals of land, sea and air. Marine World's Wild Card Club is a free employee/member discount program (minimum 100) that entitles card holders and guests to a 15-30 percent discount (depending on season) on park admission. Group picnics and consignment tickets are available.

MEADOWLANDS ARENA

P.O. Box C-200
E. Rutherford, NJ 07073
(201) 460-4114
Contact: Norine E. Barnett

The Meadowlands Sports Complex—Meadowlands Arena, Giants Stadium and Meadowlands Racetrack—is America's number one sports and entertainment address offering the finest year round in professional sports, college and amateur athletics, concerts, family shows, Indy car racing, thoroughbred and harness racing, and other special events. Group discounts are available.

MEDIEVAL TIMES DINNER AND TOURNAMENT

7662 Beach Blvd.
Buena Park, CA 90620
(714) 634-0213
Contact: Jim Lennartson

Medieval Times offers special \$2.50 discount coupons good for all performances except Saturdays. Cheer for brave knights on horseback who compete in daring tournament games, jousting matches and sword fights. Come see the show that's become a legend.

MEDIEVAL TIMES DINNER AND TOURNAMENT

149 Polito Ave.
P.O. Box 327
Lyndhurst, NJ 07071
(201) 933-3352
(800) 828-2945
Contact: Debora Kenny

Medieval Times Dinner & Tournament offers NESRA members a \$2 savings off regular admission, up to 10 percent on group rates on a journey back to the year 1093 inside an 11th century European style castle. Feast on a banquet dinner while watching daring knights on horseback jousting and sword fighting.

MOUNTAIN RIVER TOURS, INC.

P.O. Box 88, Sunday Rd.
Hico, WV 25854
(800) 822-1386
Contact: Margaret Kuhn

Mountain River Tours, Inc. offers adventurous whitewater rafting, fishing and scenic float trips. Call for free information on an employee discount program.

NEW YORK YANKEES

Yankee Stadium
Bronx, NY 10451
(212) 293-4300
(212) 293-6013
Contact: Deborah A. Tymon

Baseball season is April through October. New York Yankees offers special group rates and special event facilities. Tours of Monument Park are also available.

POCONO WHITEWATER LTD.

Rt. 903
Jim Thorpe, PA 18224
(717) 325-3656
Contact: Jack McGeehan

Pocono Whitewater Ltd. is one of America's oldest and largest rafting companies offering guided whitewater rafting trips on seven rivers in the Northeast. We offer discounts to all NESRA members. Our fully-equipped adventure center also offers kayaking, biking, turbo-canoes and paint ball games.

QUEEN MARY & SPRUCE GOOSE ATTRACTIONS

P.O. Box 8
Long Beach, CA 90801
(213) 499-1629
Contact: Sue O'Shea

Queen Mary & Spruce Goose Voyager Club offers members \$3 off admission, a 20 percent discount on Hotel Queen Mary lodgings and a 10 percent savings at selected merchandise and food locations. Also available are company "Seaside Picnics" and discount group tickets.

SAN DIEGO ZOO AND SAN DIEGO WILD ANIMAL PARK

P.O. Box 551
San Diego, CA 92112-0551
(619) 557-3966
Contact: Mary Lou B. Antista

San Diego Zoo and San Diego Wild Animal Park offers Zoofari Club discount cards, ticket or voucher programs, catered events and behind-the-scene tours.

SEA WORLD

1720 S. Shores Rd.
San Diego, CA 92109
(619) 226-3845
Contact: Anthony Flores

All four Sea Worlds, located in California, Florida, Ohio and Texas, offer several entertainment options for companies promoting Sea World discounts to their employees. Choose from a company-sponsored picnic catered by Sea World, company discount days, or its official membership discount club, The Shamu Club. Each discount program is designed to fit the needs of individual recreation programs.

SHEAR MADNESS

National Sales Office
74 Warrenton St.
Boston, MA 02116
(800) 992-9035
(617) 451-0195
Contact: Janis B. James

Shear Madness is THE side-splitting comedy whodunit that lets the audience play armchair detective, delighting audiences in Boston, Chicago, Washington D.C. and Kansas City. Generous group discounts are available. Now booking through 1991!

UNIVERSAL STUDIOS FLORIDA

1000 Universal Studios Plaza
Orlando, FL 32819
(407) 363-8214
Contact: Randy Gerber

The Universal Studios Florida FAN CLUB is an exciting new program offered free to companies with 100 or more employees, offering special discounts on regular admission for family and guests. Universal Studios also extends extensive promotional support. Company outing facilities are available.

UNIVERSAL STUDIOS HOLLYWOOD

100 Universal City Plaza
Universal City, CA 91608

(818) 777-3791

Contact: Virginia Spence

Members of our Fan Club will receive park admission discounts and will find savings on hotels, merchandise and restaurants at Universal Studios Hollywood as well as discounts on Hertz Rental Cars and Norwegian Cruise Lines. We'll show you and your employees what the star treatment is all about.

VIDEOMAX CORP.

652 Glenbrook Rd.
Stamford, CT 06906
(203) 323-0441
Contact: Andrew Snow

Videomax Corp. offers a comprehensive automated employee video rental service, "The Videomax." A stand-alone video vending machine providing employees with the maximum benefit in home video and a complete no cost "hands-off" system to management. Excellent reception record.

WALT DISNEY'S MAGIC KINGDOM CLUB

P.O. Box 4489
Anaheim, CA 92803
(714) 490-3200
Contact: Lisa Hiatt

Walt Disney's Magic Kingdom Club offers a variety of Disney leisure benefits and programs at Disneyland, Walt Disney World, and Tokyo Disneyland to employees of more than 27,000 participating organizations throughout the U.S., Canada, Mexico and the Orient.

WET'N WILD, INC.

6200 International Dr.
Orlando, FL 32819
(407) 351-1800
Contact: Niki Karr

Get set for a sparkling, splashing, raging, relaxing, sun-filled, fun-filled watery day at America's favorite water parks. Offering the finest in family water recreation, Wet'n Wild has parks located in Orlando, FL; Las Vegas, NV; and Arlington, TX; offering a 15 percent Sun'n Surf Club discount to NESRA members at all locations.

WISCONSIN DELLS VACATION CLUB

P.O. Box 65
Wisconsin Dells, WI 53965
(608) 253-3031
Contact: Thomas Diehl

FITNESS EQUIPMENT/ FACILITIES/ SERVICES

BRONSON PHARMACEUTICALS

4526 Rinetti Ln.
La Canada, CA 91012
(800) 521-3322
(800) 521-3323 (in CA)
Contact: Kathy Brunette

Recommended by doctors for over 30 years, Bronson offers a 40-60 percent savings on over 160 vitamin/cosmetic/healthcare products. Employees save an additional 10 percent, stores can profit up to 30 percent. We enhance a wellness program; we do all the work and our products carry an unconditional guarantee of satisfaction.

HILLERICH & BRADSBY CO., INC.

P.O. Box 35700
Louisville, KY 40232
(502) 585-5226
Contact: Susan Riney Clark

Hillierich & Bradsby Co., Inc. is a manufacturer of Louisville Slugger® baseball/softball wood/aluminum bats, fielder's gloves, equipment accessories and Power Bilt® golf clubs, equipment and accessories. Write for more information.

MUSCO SPORTS-LIGHTING, INC.

2107 Stewart Rd.
P.O. Box 14
Muscatine, IA 52761
(515) 673-0411
(800) 367-6219
Contact: Linda DeJong

Musco Sports-Lighting offers a total lighting system for recreation and athletic fields. Musco's factory-engineered package is designed to provide energy efficiency without sacrificing light levels. A Musco system lowers life-cycle operating and maintenance costs.

PARLAY INT'L, INC.

5900 Hollis St., Suite Q
Emeryville, CA 94608
(415) 601-1000
Contact: William A. Remas

Parlay Int'l offers reproducible information and articles on health and safety. Use the information for newsletters, bulletins, classes and to promote employee relations.

WRS GROUP-HEALTH EDCO DIVISION

5045 Franklin Ave.
Waco, TX 76710
(817) 776-6461
Contact: Dona Puckett

WRS Group-Health Edco Division is a health education company that helps people change their lifestyles to promote better health with innovative approaches to achieving this goal. Celebrating its 25th anniversary in 1990, Health Edco provides products to schools, hospitals and the workplace.

ZENITH ADVANCED HEALTH SYSTEMS, INC.

P.O. Box 1739
Corvallis, OR 97339
(503) 754-7380
(800) 547-2741
Contact: Lorene Huey

Zenith offers an advanced line of nutritional systems and water/air purifiers for the employee who wants to optimize and ensure vibrant health. Call for discount information.

HOTELS/RESORTS

ASTRODOMAIN HOTELS

2350 S. Loop West
Houston, TX 77054
(713) 748-3221
Contact: Connie Pike

BEST WESTERN MARDI GRAS INN

3500 Paradise Rd.
Las Vegas, NV 89109
(702) 731-2020
(800) 634-6501
Contact: Mary Jo LeClaire

The Best Western Mardi Gras Inn is conveniently located three blocks from "the strip," one block from the convention center, 10 minutes from the airport. Each of our mini-suites features a spacious living room, wet bar, refrigerator and complimentary in-room coffee. A restaurant and lounge, mini-casino, swimming pool, spa, video games, beauty salon and a gift shop are located on premises. Free shuttle service is available.

BEST WESTERN SEVEN SEAS LODGE

411 Hotel Circle South
San Diego, CA 92108
(619) 291-1300

FAX (619) 291-6933
Contact: Judy Di Pietro

Best Western Seven Seas Lodge offers a special "NESRA coupon" which includes deluxe room with in-room coffee, complimentary airport shuttle on availability, free local calls, heated pool, two spas and many extra amenities in a full-service hotel. Sea World, San Diego Zoo and Wild Animal Park and shopping nearby.

CHOICE HOTELS INT'L
10750 Columbia Pk.
Silver Springs, MD 20901
(800) 221-2222
Contact: Ralph L. Bernstein

Choice Hotels Int'l, a worldwide franchise of Sleep Inns, Comfort, Quality, Clarion, Rodeway Inns, Econo Lodges and Friendship Inns, offers a 10 percent discount to NESRA members on advance reservations at participating hotels.

COLONY'S GRISWOLD HOTEL 1500
S. Raymond Ave.
Fullerton, CA 92631
(714) 635-9000
Contact: Debby Sousa

Colony's Griswold Hotel, a 250 room full-service hotel, is near Disneyland and Knott's Berry Farm. The hotel offers fine dining in Ruby Begonia's, entertainment and dancing in Ruby's Lounge and 10,000 sq. feet of banquet/meeting space. NESRA members receive 50 percent discount off of guest rooms.

COLONY PLAZA HOTEL
2600 W. Hwy. 50
West Orlando (OCOE) FL 34761
(407) 656-3333
(800) 821-0136 (U.S. and Canada)
Contact: Carol Correia
Robin Boyd

Colony Plaza Hotel, located 20 minutes from Walt Disney World, has a swimming pool, lighted tennis courts, a lounge, coin-operated washers and dryers, free airport pickup (with reservations and 48-hour notice) and cablevision with 43 channels, including HBO. When accompanied by parents, children under 18 stay free and children under 12 pay \$1 per meal. A \$40 room rate (for one to four persons) is available to NESRA members.

COMPRI HOTELS
2000 14th St. N., Suite 780
Arlington, VA 22201
(703) 524-2206
Contact: Jacqueline Swinney

Compri Hotels consist of 25 hotels across the U.S. with full cooked-to-order breakfast, hosted director's reception, late-night snacks, all included in room rates. Meeting rooms are available to accommodate eight to 60 people. Special weekend and meeting packages are also available. Call for details.

**DAYS INN/DAYS HOTELS OF
SOUTHEAST FLORIDA**
2300 45th St.
West Palm Beach, FL 33407
(407) 689-0450
Contact: Lori W. Wolin

Days Inn/Days Hotels of Southeast Florida offer four diverse hotels. Two oceanfront resorts, in Vero Beach and Hollywood, and two convenient hotels, in Ft. Lauderdale and West Palm Beach, minutes from the beach. NESRA members receive special discounts.

**DAYS INN/DAYS SUITES-EAST OF
MAGIC KINGDOM AND EPCOT**
5820 W. Irlo Bronson Hwy.
Kissimmee, FL 34746
(407) 396-7900
Contact: Nancy Sellers
Yamile Rivera

Located two and a half miles from the entrance to the Magic Kingdom, the newly renovated Days Suites offers 604 three-room suites accommodating six persons comfortably, with full-size kitchens. Days Inn has 404 standard rooms each with two double beds. NESRA members are offered discount rates: \$49-\$80 at Days Suites and \$39-\$63 at Days Inn. Subject to availability.

DAYTONA BEACH MARRIOTT
100 N. Atlantic Ave.
Daytona Beach, FL 32119
(904) 254-8200, ext. 362
Contact: Carol Waterman

Daytona Beach Marriott offers 402 oceanfront rooms and suites for a \$69 rate based on availability.

EMBASSY SUITES, INC.
3890 W. Northwest Hwy., #200
Dallas, TX 75220
(214) 350-6442
Contact: Jennifer Yaklin

The 100 Embassy Suites Hotel locations offer two-room suites, living room and private bedroom for the price of a standard hotel single. Complimentary, full cooked-to-order breakfast every morning and complimentary beverages (subject to state and local laws) every evening are available. Airport

transportation is provided at most locations.

**THE ENCLAVE SUITES AT
ORLANDO**
6165 Carrier Dr.
Orlando, FL 32819
(407) 351-1155
Contact: Diane C. Murphy

The Enclave is a 321-room all-suite property located off of International Dr. in Orlando. All rooms come with fully equipped kitchens and private balconies which overlook Little Sandy Lake. Located near all attractions, the airport, shopping and golf, the hotel features an "all seasons" recreation facility. NESRA members receive a 25 percent discount off normal rates all year.

FLAMINGO HILTON HOTEL
3555 Las Vegas, Blvd. S.
Las Vegas, NV 89109
(702) 733-3111
Contact: Mitchell R. Klock

The Flamingo Hilton-Las Vegas is centrally located on the famous "Four Corners" of the Las Vegas Strip, within walking distance of Caesar's Palace, The Mirage and Bally's. The glamour and excitement of Las Vegas and the famed Hilton hospitality are combined in the fabulous Flamingo Hilton.

FRIDEN HOTEL CO.
2020 Alameda Padre Serra
Santa Barbara, CA 93103
(805) 963-9715
Contact: Richard I. Lidz

Friden Hotel Co. consists of the following hotels: El Encanto Hotel and Garden Villas, Santa Barbara, CA; Sheraton Denver West Hotel and Conference Center; Hilton Inn West and Suites, Akron, OH; Pittsburgh Airport Hilton, Pittsburgh, PA.

HILTON HOTELS CORPORATE
9336 Civic Center Dr.
Beverly Hills, CA 90209
(213) 278-4321
Contact: Jill Williams

Hilton Hotels Corporation offers guest accommodations, restaurants, catered banquets, meeting rooms and exhibit space.

HILTON INN GATEWAY
U.S. 192
Kissimmee, FL 32741

(407) 396-4400
Contact: Beth Wineinger

The Hilton Inn Gateway is ideally located one mile from the main entrance to Walt Disney World/Epcot Center and only minutes from most major attractions. The hotel features two pools, 18-hole miniature golf course, children's playground restaurant, coffee shop/deli bar, piano bar lounge and pool bar. Transportation is available to all major attractions at a nominal fee.

HOLIDAY INN CROWNE PLAZA
1750 Rockville Pike
Rockville, MD 20852
(301) 468-1100
Contact: Janice Rider

Holiday Inn Crowne Plaza offers 315 luxurious guest rooms and suites, complimentary parking, indoor/outdoor pool, sauna, whirlpool, racquetball club complete with exercise facilities, two restaurants and two lounges. Located on Metro line, near Washington, DC, the hotel offers 20 percent discount off rack rates.

HOLIDAY INNS INT'L
3742 Lamar Ave. Ex-1
Memphis, TN 38195
(800) HOLIDAY
(901) 362-4986
Contact: Laurie Cardenuto

Call Holiday Inns' toll free number or call hotels directly for "Great Rates" at participating Holiday Inn and Holiday Inn Crowne Plaza hotels.

HOLIDAY INN LAKE BUENA VISTA
13351 State Rd. 535
P.O. Box 22362 Lake Buena Vista
Orlando, FL 32821
(407) 239-4500
Contact: Dawn L. Chesko

Holiday Inn Lake Buena Vista offers 507 maxi rooms with mini-kitchens including microwaves, refrigerators and coffee/tea maker for \$99 during high season and \$65 during low season. Free nightly children's activities in Max's Magic Castle. Licensed childcare is available for a nominal fee.

HOLIDAY INN MAIN GATE EAST
5678 Irla Bronson Memorial Hwy.
Kissimmee, FL 34746
(407) 396-4488
(800) FON-KIDS
Contact: Sue Schofield

Holiday Inn Main Gate East is a family fun resort, three minutes east of Walt Disney World Resort, featuring 670 mini-kitchenettes with microwave, refrigerator and coffee/tea service. "People's Choice Lobby Food Court" boasts six eateries. Enjoy full-service dining in the Vineyard Cafe, on-site general store, free fully supervised children's activity program. Call for Florida Fun Club rates.

**HOWARD JOHNSON FOUNTAIN
PARK PLAZA HOTEL**
5150 W. Hwy 192
Kissimmee, FL 34746
(800) 327-9179
Contact: Tom Davis

Howard Johnson Fountain Park Plaza Hotel offers NESRA members a special discount card which entitles them to savings at the world's largest Howard Johnson. Located three miles from Walt Disney World and minutes from other central Florida attractions, this family-oriented hotel has many extras: Children's activity room, saunas, whirlpool, paddle boats, heated swimming pool and much more for all family members.

**HOWARD JOHNSON FRANCHISE
SYSTEMS, INC.**
145 Rte. 46W., Wayne Plaza I
Wayne, NJ 07470
(201) 256-9030
Contact: Mary DeBonis

Howard Johnson offers comfortable and convenient lodging accommodations with over 430 hotels, suites and lodges throughout the U.S., Canada, Mexico and the Bahamas. NESRA members receive a special 10 percent discount off our already affordable rates.

KARENA HOTELS, INC.
7100 Lake Ellenor Dr.
Orlando, FL 32809
(407) 240-7100
(800) 365-6935
(800) 447-7283 (group res.)
Contact: Louise Norman

Karena Hotels is "setting a new standard in American hospitality" within its six hotels. The following properties are located in Kissimmee, FL: Ramada Resort Maingate, Ramada Inn Westgate, Econo Lodge Maingate, Hawaiian Resort, Econo Lodge Maingate East and Holiday Inn Maingate West #2. The Rodeway Inn Int'l Dr./Wet'n Wild is located in Orlando, FL. Texas and El Tropicano, is in San Antonio, TX.

MILFORD PLAZA HOTEL
270 W. 45th St.

New York, NY 10036-3901
(212) 869-3600
Contact: Paul Seegitz
Susan Beyer

The Milford Plaza is a 1,300-room hotel in the heart of New York's theatre district, near corporate headquarters, the Javits Convention Center, fine dining and sightseeing. Corporate individual rates which include complimentary continental breakfast—\$88 single, \$99.50 double.

OCEANS ELEVEN RESORTS, INC.
2025 S. Atlantic Ave.
Daytona Beach Shores, FL 32118
(904) 257-1950
(800) 874-7420
FAX: (904) 253-9935
Contact: Chris Fitzgerald

Oceans Eleven Resorts, Inc.'s six AAA rated excellent (3 diamonds) oceanfront hotels in Daytona Beach, FL: Acapulco Inn, Beachcomer Oceanfront Inn, Casa del Mar Beach Resort, Nautilus Inn, Sheraton Inn Daytona Shores and Treasure Island Inn offer substantial savings to NESRA members. All six hotels are located directly on the ocean and feature swimming pools, whirlpools, HBO and year-round recreation programs. Discount flyers are available upon request.

PARK SUITES CORP.
5955 T.G. Lee Blvd., Suite 260
Orlando, FL 32822
(407) 240-5050
Contact: Vendo Toming

Located in Dallas, TX; Nashville, TN; Jacksonville, Orlando North (Altamonte Springs) and Orlando, FL. Park Suites Hotels' full-service, all-suites properties feature fine dining including a complimentary American breakfast. The Park Suites Hotels also offer a variety of facilities including a pool, sauna, steam room, whirlpools, and exercise equipment.

THE POINTE RESORTS
7500 N. Dreamy Draw Dr., Suite 215
Phoenix, AZ 85020
(800) 528-0428
(800) 997-6000 (in Phoenix)
Contact: Carol Pound

Outstanding vacation values are available at The Pointe Resorts in Phoenix, which features luxurious suites with wet bar and refrigerator, and management-hosted cocktails daily. Guests can also enjoy championship golf, tennis, fitness centers,

horseback riding and swimming. Contact Carol Pound for great seasonal values.

QUALITY INN KINGS ISLAND CONFERENCE CENTER

5589 Kings Mills Rd.
P.O. Box 425
Kings Island, OH 45034-0425
(800) 227-7100
(513) 398-0970
Contact: Diana Hanna

Quality Inn Kings Island Conference Center, located across from Kings Island Theme Park, offers a 10 percent discount off regular room rates Friday and Saturday nights and a 15 percent discount Sunday through Thursday nights. (Discounts do not apply to poolside rooms, mini-suites, or suites, and this discount is not valid in conjunction with any other discount or promotion.) Advance reservations suggested and awarded based upon room availability. Discount flyers are available upon request.

QUALITY SUITES MAINGATE EAST

5876 W. Irlo Bronson Mem. Hwy.
Kissimmee, FL 34746
(407) 396-8040
(800) 848-4148
Contact: Michelle Sutter

Quality Suites Maingate East is a new all-suite hotel located two miles from Walt Disney World offering one- bedroom and two-bedroom/two bath units (sleep up to 10) featuring living/dining area plus kitchen with microwave. Enjoy heated pools, whirlpool spa, free continental breakfast and manager's daily reception. Call for your 1991 NESRA Discount Card.

RAMADA HOTEL RESORT FLORIDA CENTER

7400 International Dr.
Orlando, FL 32819
(407) 351-4600
Contact: Beth Wineinger

The Ramada Hotel Resort Florida Center is located within walking distance of International Drive's many shops and restaurants. The hotel features two pools, two lounges, restaurant, deli, playground and mini-shopping mall. It is only six miles from Walt Disney World's entrance, three miles from Sea World, two miles from Universal Studios and just minutes from all other major attractions. Children under 18 may stay free with parents. Call for information on NESRA room rates.

RAMADA'S OF WEST FLORIDA
5303 W. Kennedy Blvd.

Tampa, FL 33609

(813) 877-0534

Contact: Lisa Reilly

Ramada's of West Florida offers NESRA members 10-55 percent off regular hotel rates, whether business or pleasure travel. These NESRA rates are valid for one to four persons staying in one room.

RAMADA RESORT MAINGATE

2950 Reedy Creek Blvd.

Kissimmee, FL 34746

(800) 447-SAVE

Contact: Richard Wilcoxon

Ramada Resort Hotel is a full-service hotel located a half-mile from the main entrance to Walt Disney World. Ramada Resort features include two swimming pools, restaurant, lounge and tennis courts. Guests may purchase tickets to local attractions at the Guest Services Desk.

REGISTRY HOTELS AND RESORTS

16250 Dallas Pkwy., Suite 105

Dallas, TX 75248

(214) 248-4300

Contact: Jim Bressler

Registry Hotels and Resorts, a collection of hotels and resorts across the U.S., are creators of the "Registry Vacation Travel Club" which involves 850 national companies and organizations representing over 500,000 travelers. Annual discounts are available with additional savings during traditional vacation time periods. Contact Mr. Bressler for further details.

RESIDENCE INN-ORLANDO ATTRACTION CENTER

7975 Canada Ave.

Orlando, FL 32819

(407) 345-0117

Contact: Laurie Nowak

Residence Inn-Orlando Attraction Center offers NESRA discounts. All our suites include a complimentary continental breakfast buffet every morning and a hospitality hour Monday-Thursday from 5-7 p.m. featuring complimentary beer, wine soft drinks and snacks.

SHERATON LAKESIDE INN

7711 W. Irlo Bronson Mem. Hwy.

Kissimmee, FL 32746

(407) 239-7919

Contact: Lynn Morrison

Nancy Gianfalla

Sheraton Lakeside Inn, a 651-room resort one and a half miles from Walt Disney World's main gate, offers its guests free use of paddleboats on a private lake, three pools, playgrounds, game rooms, mini golf and tennis courts. NESRA members will receive up to a 50 percent discount through the Vacation Magic Club. Subject to availability and the VMC rates are noncommissionable. Please call the sales office to enroll your company. Guests also have access to two restaurants, the Corner Market and Hurricane Sam's Bar and Grille.

SHERATON ORLANDO NORTH HOTEL

P.O. Box 538300

Maitland Blvd. at I-4

Orlando, FL 32853

(407) 660-9000

Contact: J. Michael Quisenberry

Sheraton Orlando North Hotel offers NESRA members 50 percent off standard double deluxe rates based on space availability.

SURFSIDE RESORTS OF DAYTONA BEACH

2500 N. Atlantic Ave.

Daytona Beach, FL 32018

(800) 874-6996

(800) 342-4902 (in FL)

(904) 672-0990

Contact: Sue Willis

Oceanfront hotels include The Best Western La Playa Resort, the Howard Johnson Oceanfront and Days Inn Oceanfront South. They feature first class accommodations and amenities including indoor spa, lounge with live entertainment, restaurants, outdoor pools, whirlpools and snack bars. NESRA members receive a 25 percent discount.

TOLLMAN-HUNDLEY HOTELS DAYS OF THE WEST, INC.

1600 E. First St., #100

Santa Ana, CA 92701

(714) 836-1633

Contact: Wayne Flute

TOLLMAN-HUNDLEY HOTELS

990 DeKalb Pike

King of Prussia, PA 19406

(215) 265-5000

Contact: Dan Logan

Tollman-Hundley Hotels is the largest franchise of Days Inns in the U.S. This region owns and operates discount hotel accommodations in Pennsylvania, Delaware, Wisconsin, Michigan, Minnesota,

Kentucky, West Virginia and upstate New York. NESRA members should call direct for more information.

TOLLMAN/HUNDLEY HOTELS

2300 45th St.
West Palm Beach, FL 33407
(407) 689-0450
Contact: Lori D. Wolin

Tollman/Hundley Hotels offers six diverse hotels in South Florida with both beachfront and city center locations. Two Days Hotel Beachfront Resorts, three Days Inns in ideal locations and the elegantly appointed Chesterfield Hotel Deluxe on Palm Beach Island.

VANDERBILT INN ON THE GULF

11000 Gulf Shore Dr. N.
Naples, FL 33963
(813) 597-3151
(800) 643-8654
Contact: David O'Lenick
Shirley Shields

The Vanderbilt Inn on the Gulf, a newly renovated beachfront resort, offers a casual style tropical setting, garden room restaurant for breakfast or dinner, Chickee Beach Bar for lunch and tropical drinks, volleyball, guest laundry, gift shop, beach rentals, golf and tennis nearby. NESRA members receive 20 percent discount.

WESTIN HOTELS & RESORTS

2001 Sixth Ave.
Seattle, WA 98121
(206) 443-5274
FAX: (206) 443-8997
Contact: Jim Weiss

Westin Hotels & Resorts' more than 65 hotels worldwide have won the *Travel/Holiday* award for the ninth year consecutively as the best hotel company in the U.S. and internationally. Our NESRA weekend packages offer discounts up to 50 percent. Some restrictions apply. Please call or write to receive more information, folders, or bulletin board posters (8 1/2" x 11").

WILSON HOTEL MANAGEMENT CO., INC.

1629 Winchester Rd.
Memphis, TN 38116
(901) 346-8800
Contact: Carolyn Powers

Wilson Hotel Management Co., Inc. is a hotel management company with limited and full-service hotels in PA, FL, MS, LA, TX, TN, AR, KY, SC, and AL. We manage 12 Wilson Inns, eight Wilson Worlds and three Holiday Inns.

MERCHANDISE DISCOUNTS/FUND- RAISING PROGRAMS

ACTION PRODUCTS INT'L, INC.

344 Cypress Rd.
Ocala, FL 32672
(800) 874-9853 (for U.S. orders)
(800) 342-0150 (for FL orders)
Contact: Judith Kaplan

Action Products Int'l, Inc., employee store and corporate identity specialists, imports and manufactures toys, souvenirs, novelties, sportswear, model kits, gifts and books. They offer T-shirts, sweats, caps, totes, patches, raincoats, buttons, pens, pencils, coffee mugs, magnets, frisbees, incentives with your logo or event! Lowest prices.

AMERICAN CONCEPTS, INC.

13333 Lorain Ave.
Cleveland, OH 44111
(216) 252-8877
Contact: Candice A. May

American Concepts, Inc. has a variety of products and programs available for employee discount and employee store promotions.

ARIS-ISOTONER, INC.

417 Fifth Ave.
New York, NY 10016-2265
(212) 532-8627
Contact: Jill Mattera

Aris-Isotoner, Inc. offers ladies' and men's Isotoner gloves and slippers (children's sizes also available) to NESRA members. Minimum order of \$100 per category is required.

BAG CITY

3640 Wade St.
Los Angeles, CA 90066
(212) 397-5968
Contact: Jeffrey Maitles

Bag City is a manufacturer and importer of fine leather and eel skin bags and accessories. Our range includes travel and garment bags, tote bags, organizers and briefcases. All offered at wholesale prices to NESRA members.

BJ'S WHOLESALE CLUB

P.O. Box 3000
Natick, MA 01760
(800) BJS-CLUB

(508) 651-6639

Contact: Linda Mura

BJ's Wholesale Club offers self-service, cash and carry membership designed to serve retailers, institutions, offices and groups of individual consumers by selling at wholesale prices.

BLACK & DECKER (U.S.), INC.

10 N. Park Dr.
P.O. Box 798
Hunt Valley, MD 21030
(301) 527-7115
Contact: Richard MacDonald

Power tools, lawn and garden equipment, workmates and accessories, car-care products, bench tools, hobby tools and many more labor-saving devices are available from Black & Decker. Products available only to employee stores.

BRANDEZ, INT'L

5010 Linbar Dr., Suite 105
Nashville, TN 37211-5064
(615) 833-9242
(800) 333-9184
Contact: Earl Williams
Jocelyn Myers

Brandez Int'l features a variety of quality greeting cards from assortment packs to spinners and full department needs. This company also offers fine stationery, novel gifts, limited edition prints, Oriental products and other quality items featured in its 1991 catalog.

CHERRY HILL FURNITURE CARPET & INTERIORS

P.O. Box 7405
Furnitureland Station
High Point, NC 27264
(800) 328-0933
(800) 888-0933
(919) 882-0933
Contact: Donna Blair

With 50 years experience, Cherry Hill offers discounts up to 50 percent off furniture and carpet direct from North Carolina's furniture capital. Choose from 500 elegant brands of furniture. Nationwide in-home delivery is available. Call (800) 328-0933 or (800) 888-0933 for quotations and a free brochure.

CONSUMER BENEFIT SERVICES, INC.

710 E. Ogden Ave., Suite 117
Naperville, IL 60563
(800) 888-9055
Contact: Michael Martorano

NESRA members can buy products and services at wholesale. Our 1-800 24-hour discount shopping service features the lowest price guarantee on 275,000 name-brand products. Our Discount Travel Agency has the lowest fares and hotels with a 5 percent cash rebate. Members save money with our grocery coupon plan. Discounts on RX, golf, skiing, car care and more!

CORPORATE JEWELRY CLUB
319 E. 2nd Street, Suite 115
Los Angeles, CA 90012
(213) 617-7882
Contact: Edward Wong

As a manufacturer of fine jewelry, the Corporate Jewelry Club offers employees direct wholesale prices on diamond rings, earrings, and pendants decorated with rubies, sapphires and emeralds. Gold chains, watches and engagement rings are also available at wholesale prices. Employee associations receive a 10 percent refund on all sales.

C.S.C. MARKETING, INC.
**COMPANY STORES/
EMPLOYEE SALES**
9840 Monroe Dr., Suite 110
Dallas, TX 75220
(214) 350-6706
(800) 284-0204
Contact: Bill Martin

C.S.C. Marketing offers electronic items on consignment such as telephones, toys, watches, calculators, rugs and many other gift items.

DAVID J. SELZNICK GROUP
100 W. 94th St., Suite 24E
New York, NY 10025
(212) 866-1441
FAX: (212) 866-1442
Contact: David J. Selznick

The David J. Selznick Group specializes in DISCOUNT sales to company stores, employee groups and associations. A beautiful full line of jewelry including tennis bracelets and necklaces is available as well as a complete line of electronics, including radios, compact disc players, telephones and answering machines from top brand manufacturers. We also sell quality luggage, cosmetics and perfume at discount prices.

EDUTEK CORP.
33-15 College Point Blvd.
Flushing, NY 11354
(718) 762-0900
Contact: Paul Wolf

EMPLOYEE TRAVELGEAR
80 Seaview Dr.
Secaucus, NJ 07094
(201) 348-8900
Contact: Ron Morehouse

Employee TravelGear offers unique, no cost programs that allow NESRA representatives to offer employees designer luggage at incredible savings. Save up to 75 percent off nationally advertised brands, such as Pierre Cardin, Oscar de la Renta, Gloria Vanderbilt, John Weitz, Pan Am and other quality names.

ENCYCLOPAEDIA BRITANNICA
U.S.A.
310 S. Michigan Ave.
Chicago, IL 60604
(312) 347-7306
Contact: Ellen Christ

Encyclopaedia Britannica offers an income-producing opportunity to NESRA members through use of inserts/statement stuffers, making available a group discount offer on Encyclopaedia Britannica to your employees.

ENTERTAINMENT PUBLICATIONS, INC.
2125 Butterfield Rd.
Troy, MI 48084
(313) 637-8400
Contact: Shirley G. Schmitz

Entertainment Publications, Inc. publishes Entertainment® and/or Gold C Saving Spree® coupon books in over 100 U.S., eight Canadian and seven foreign markets. Its books contain hundreds of 2-for-1 offers for local dining, movies, special events, sports, hotels, and more. Entertainment provides its products to nonprofit fund-raising groups and organizations, schools, youth groups and to employee groups on consignment, with no deposit or risk. Groups pay for only the books they sell. The company also designs and publishes custom and premium products for corporations.

EXECUTIVE COLOR STUDIOS
24901 E. 63 St.
Broken Arrow, OK 74014
(800) 227-5664
Contact: Thomas Retherford

Executive Color Studios offers a FREE 10" x 13" family portrait mounted on stretcher CANVAS. If extra portraits are purchased, all NESRA member companies receive a 33 percent discount. We also offer portrait programs as fund-raising projects.

EXECUTIVE JEWELRY BUYERS CLUB
210 University Blvd., Suite 770
Denver, CO 80206
(303) 388-3632
Contact: Steve Drouillard

Executive Jewelry Buyers Club offers dramatic savings on top-quality, fine jewelry. Price comparison: A 14 kt. gold chain bought from a major retailer during a 25 percent off sale—\$74.25...the exact same chain at EJBC for NESRA members—\$22.40. Huge standing inventory of diamond jewelry, gold chains, earrings, pearls, etc. Denver Showroom open to all NESRA members.

EZ EMPLOYEE SERVICES
5439 E. La Palma Ave.
Anaheim, CA 92807
(800) 854-3943
(714) 634-4280 (in CA)
Contact: Mark A. Winsberg,
SPHR

E Z Employee Services offers a direct purchase program featuring such items as Nintendo/Sega game storage units, compact discs, video and audio cassettes, floppy diskettes plus its own name brand video and audio cassettes and floppy diskettes. NESRA members can save an average of up to 65 percent off retail with orders of a \$100 minimum. Call for further information.

FLORAVISION, INC.
20 Page Dr., Suite 5
P.O. Box 1792
Pinehurst, NC 28374
(919) 295-2162
(800) 543-3997 (order line)
Contact: Jan Clair

Floravision, Inc. is a service company that provides premium quality floral products worldwide. Via their toll-free number, individuals and business clients can send flowers 24 hours a day. Special programs for company stores, human resources departments and employee associations. NESRA companies receive a 10 percent discount.

FLORIDA BRIEFCASE
285 West Center St., Suite 1706
Altamonte Springs, FL 32714
(800) 234-3814
Contact: Beth Stavroulakis

Florida Briefcase is a corporate distributor of quality vinyl, leather and eelskin attaches, briefcases, organizers, planners, wallets, handbags, and carry-on luggage. Specializes in servicing company employee stores

on a nationwide basis. Please call (800) 234-3814 for details on our program.

GRANDMA'S FRUIT CAKE/METZ BAKING CO.

P.O. Box 457
201 S. 5th St.
Beatrice, NE 68310
(800) 228-4030
Contact: Ron Young

Grandma's Fruit Cake is truly a gourmet's delight—loved by all, it's the perfect gift. Use as corporate gifts, store resale items, fundraisers, or employee discounted merchandise. NESRA members are entitled to a discount for employee groups. Samples and brochures are available upon request.

GROUP DISCOUNTS

P.O. Box 669
Bethel Park, PA 15102
(412) 831-4819
Contact: Jack Muse

Group Discounts offers magazine subscriptions at group discount rates for corporate employees. Most prices are lower than those offered direct from the publisher.

HANOVER/BOSTONIAN SHOE CO.

118 Carlisle St.
Hanover, PA 17331
(717) 632-7575
Contact: Jay Allie

Hanover/Bostonian Shoe Co. offers special savings of up to 40 percent on certain styles and brands of mens' and ladies' footwear. This company is also the supplier of the world famous "Sportech" walking shoe. Call for more information.

HAPPY DISCOUNT PLANS

4919 Tussic Rd.
Westerville, OH 43081
(800) 798-2594
(614) 882-2594
Contact: Howard Cherry

Happy Discount Plans offers a "no cost to employer" national eyecare program at verifiable wholesale prices; "Travel America" at 50 percent savings on hotel/motels nationwide; and "Justice 900," an attorney referral network that assists in all legal questions; and many more.

HARRIS & MALLOW, INC.
651 New Hampshire Ave.
Lakewood, NJ 08701

(201) 363-9400
Contact: Dennis Adams

Harris & Mallow, Inc. offers handcrafted wood decorator clocks, weather stations and electric indoor grills (smokeless).

IMPRESSIONS

17194 Preston Rd., Suite 123-190
Dallas, TX 75248
(214) 380-8392
FAX: (214) 788-2193
Contact: Cliff Reed

Impressions specializes in trunk shows with two sales divisions, (1) a manufacturer of 14 kt. gold and diamond jewelry, extensive collection. (2) "Designer Type" fashion jewelry, purses, accessories, etc.; top selling price \$75.

JADE DRUG CO., INC.

P.O. Box 2179
Spring, TX 77373
(800) 634-0075
Contact: Gerald Lord

Jade Drug Co., Inc. offers designer fragrances, Cross pens and Timex watches.

LSB COMPANY, INC.

37 Jeffry Ln.
Hicksville, NY 11801
(516) 933-7910
Contact: Gary Brill

LSB Company, Inc. is your source for logo items for all your company special events including blood drives, United Way, sales meetings, picnics and holiday season parties. We feature items such as our corporate teddy bear with a T-shirt, and many other items that can be customized. Brand name merchandise from Gucci, Casio and Ralph Lauren are available for company stores and employee sales. Call for a free brochure.

MIKASA

30 W. 23rd St.
New York, NY 10010
(212) 645-6630
(201) 867-9210
Contact: Joel Yoffee

NATIONAL CAR RENTAL SYSTEM, INC.

7700 France Ave. S.
Minneapolis, MN 55435
(612) 830-2255
Contact: Sheila Markstrom

NATIONAL GOLD & SILVER

10 Selden St.
Woodbridge, CT 06525
(203) 387-0133
Contact: Chris McGowan

NIKON, INC.

7550 N. Oak Park Ave.
Niles, IL 60648
(708) 647-1460
Contact: Jeff Marsh

Nikon offers a complete line of cameras, binoculars and videos available for incentive use. Call for more details.

NORTH AMERICAN MARKETING CORP. (NAMCO)

100 Sanrico Dr.
Manchester, CT 06040
(203) 649-3666
Contact: Gary Tampone

NAMCO Toy Wholesalers has specialized in toys for corporate children's Christmas parties for 30 years. Case lot sales only; all at lowest wholesale pricing.

PARKSIDE CORP., INC., THE

14400 Montfort Dr. #1105
Dallas, TX 75240
(214) 490-5504
Contact: James R. Lubniewski

The Parkside Corp., Inc. provides a fundraising source for NESRA and nonprofit organizations by offering significant discounts on long distance residential telephone service used by their members. Members receive a discount of as much as 17 percent on their long distance telephone bills. Participating organizations receive ongoing compensation of 4 percent off long distance revenue generated.

PARSONS TECHNOLOGY

375 Collins Rd. N.E.
Cedar Rapids, IA 52402
(800) 369-5000
Contact: Joseph Haddy

Parsons Technology is a computer software developer known in the industry for producing high-quality yet affordable products. Parsons produces MoneyCounts, the award-winning money management package in addition to a diverse line of productivity, utility and church-related software. NESRA discount: 25 percent.

PASSBOOK CLUBS OF AMERICA INC./CUC PUBLISHING

10031 Monroe, Suite 105
Dallas, TX 75229
(214) 357-1986
Contact: Joan Stern

Passbook Clubs of America, Inc./CUC Publishing is a printer of premium publications and publisher of discount coupon books made available to employee groups and fund-raising organizations throughout the U.S. for over 12 years. They work with over 4,500 employers and organizations.

PERKS UNLIMITED, INC.
153 Main St.
Sayville, NY 11782
(800) 727-3757
Contact: Susan Easparro

Perks Unlimited, Inc., a national/international supplier of Corporate Rate Savings Cards, will provide these cards to NESRA members at NO COST whatsoever. With these cards, NESRA members can enjoy savings at local and national businesses throughout the country. Call us today for this FREE PERK.

REGALI, INC.
8131 LBJ Frwy., Suite 350
Dallas, TX 75251
(214) 238-8830
Contact: Rupa Dutia

Regali, Inc., a manufacturing, wholesale company, offers quality merchandise at competitive prices. The company specializes in corporate logo pins and jewelry, incentive programs, and fine jewelry. Items can be sold in company stores or through discount programs.

R.J. SPENCER ASSOCIATES, INC.
9825 W. Sample Rd., Suite 203
Coral Springs, FL 33065
(305) 345-8991
Contact: Marsha Kaye

R.J. Spencer Associates is an advertising company working with companies throughout the nation offering complimentary discount card programs to all employees. Through a joint effort, the merchants in your community will offer the employees of your company a discount on their merchandise or services. There is no charge to your company or employees. Your only obligation is to distribute the cards.

RON JONES & ASSOCIATES
175 Union St.
Oneida, NY 13421
(315) 363-8490
Contact: Ron Jones

Ron Jones & Associates specializes in merchandise for employee stores, special events, corporate & employee recognition programs. Direct factory representative for brand name merchandise: London Fog Knitwear, Hanover/Bostonian Shoe Co., Thor-Lo Socks, Spalding Sporting goods, Haas- Jordan Umbrellas, Westclox/Seth Thomas Clocks, Cawley Plaques, Lasting Impressions (photo etching) and Personal Expression (Fuzzy line).

SEE'S CANDIES
3423 S. La Cienega Blvd.
Los Angeles, CA 90016
(800) 877-7337
Contact: Rosemary B.
Robinson

See's Candies offers the freshest quality boxed chocolates and candies available for employee group and association purchases, company stores, corporate gifts and incentives and employee association fundraising. Gift certificates and many items available all year. Holiday specialties for Valentine's, Easter and Christmas are also available.

SUZAN HARRISON, INC.
18100 Burbank Blvd., Suite 21B
Tarzana, CA 91356
(818) 342-1190
Contact: Suzan Harrison

Suzan Harrison, Inc. offers tickets for entertainment/special events at special pricing.

SWERSEY'S CHOCOLATES AND GIFTS
54-01 Grand Ave.
P.O. Box 286
Maspeth, NY 11378
(718) 497-8800
Contact: John Swersey

Swersey's Chocolates special group buying plan provides the finest quality chocolates and gifts off wholesale prices for your association to offer at a greatly appreciated savings to your employees or as a fundraiser during the holidays (Halloween, Thanksgiving, Christmas, Valentine's Day, Easter and Mother's Day).

TEXAS INSTRUMENTS CONSUMER PRODUCTS DIV. EMPLOYEE SALES
1001 E. Campbell Rd., M/S 380
Richardson, TX 57081
(214) 680-5254
Contact: Joe Spinelli

Texas Instruments offers both employee club and employee store discount programs on all Texas Instruments calculators and educational toys such as "Speak & Spell." Customized fund-raising programs are also available. No minimum purchase is required and all products are first quality with one year factory warranty.

WINN INT'L CORP.
6001 N. Clark St.
Chicago, IL 60660
(312) 973-6808
(800) 292-9466
Contact: Sfyong Oh

Winn Int'l Corp. is an importer of leather business cases, briefcases, travel bags, small leather goods and accessories.

PHOTOFINISHING

C.S. PHOTO
47 Main St.
New Britain, CT 06050
(203) 229-2057
Contact: Bob McManus

C.S. Photo offers full service film processing featuring customized envelopes, self-service units and programs. High quality overnight service.

EMPLOYEE PHOTO SERVICE, USA
180 Furler St.
Totowa, NJ 07512
(800) 524-1027
(201) 890-1803
Contact: Tom Kearns

Employee Photo Service, USA offers the most personalized discount employee film developing service to all size companies. Employee Photo Service also features our annual photo contest, passport photo day and photographers for association functions. Find out why we say, "Employee Film Developing ...and much more!"

GUARDIAN PHOTO, INC.
43045 W. Nine Mile Rd.
Northville, MI 48167
(313) 349-6700
Contact: David Peterson

Guardian Photo is a wholesale film developer with nine labs nationwide, with next day processing services.

QUALEX INC.
3000 Croasdaile Dr.
Durham, NC 27705
(602) 937-2006
Contact: Steve Pflum

Qualex Inc., a member of the Eastman Kodak Colorwatch system, provides full service and high quality photofinishing.

SPECIALTY SERVICES

CHALLENGE CORPORATE GAMES
330 B Distillery Commons
Louisville, KY 40206-1919
(502) 581-1881
Contact: Emilie A. Pinto

Challenge stages sports/fitness competitions (mini-Olympics) for corporate America designed to be a corporate team builder, morale booster and charity fund raiser. Companies form teams of employees to compete in both serious and fun athletic events during Challenge's tour of 15 cities across the U.S. NESRA members receive 10 percent off any entry fee level (based on company size) if they would like to participate in their local Challenge competition. Call for details.

DATAFLOW COMPANIES, INC.
P.O. Box 1208
Durham, NC 27702
(919) 286-5509
Contact: Laura Irvin

DataFlow Companies, Inc. offers a turnkey computer system including hardware and software for employee stores. The retail accounting management system offers IBM compatible hardware which can grow from a single station to 64 users. The fully integrated software features purchase order, inventory control and tracking, and point-of-sale with payroll deduction.

EMPLOYEE PRINTING SERVICES, INC.
P.O. Box 248
Bedford Park, IL 60499-0248
(800) 323-2718
(708) 496-4900 ext. 222
Contact: Kay Hardy

Employee Printing Services, Inc. is a designer and manufacturer of fine wedding invitations, personalized Christmas cards, announcements and accessory items. All

products are offered to NESRA members at a 40 percent discount.

FEDERAL PRINTING CO.
270 Farmington Ave., Suite 305
Farmington, CT 06032
(800) 733-6127
Contact: Leon S. Davidoff

Federal Printing Co. offers fine wedding invitations and social stationery at a discount.

FUN SERVICES
3815 S. Ashland Ave.
Chicago, IL 60609
(312) 376-4010
(800) 621-1570
Contact: Brian E. Russell
Carlos Barragan Jr.

The franchise system of offices across the country helps people with company picnics and parties, and supplies a variety of games and programs for both adults and children. Fun Services also specializes in premium, imprinted and fund-raising items. To locate the office nearest you call (800) 621-1570.

HAWORTH PRESS, THE
10 Alice St.
Binghamton, NY 13904
(607) 722-8273
Contact: Bill Cohen

LENSCRAFTERS
8650 Governor's Hill Dr.
Cincinnati, OH 45249
(513) 583-6000
Contact: Sel O'Koon

SERVE-ALL MARKETING SERVICES
10412 Jerome St.
Villa Park, CA 92667
(714) 633-6323
Contact: Joseph A. Ponce

Serve-All Marketing Services, Inc. offers an automobile fleet discount program, which offers members the opportunity to purchase vehicles at fleet prices through a unique referral service. This program enables members to enjoy substantial savings on the purchase of automobiles, recreational vehicles or mobile homes.

SITTERS UNLIMITED
17941 Sky Park Circle, Suite J
Irvine, CA 92714

(714) 752-7056
(800) 328-1191
FAX: (714) 752-7356
Contact: B.J. Mosteller

Sitters Unlimited is your nationwide sitting service for children, seniors, homes and pets in any of our 15 franchise locations including Hawaii. Offering on-site childcare for conventions and hotels, we accommodate individuals or large groups in all our franchise locations.

TRANSNATIONAL FINANCIAL SERVICES
855 Boylston St., Third Floor
Boston, MA 02116
(800) 262-6628 x6012
Contact: Khristian Hawver

SPORTING GOODS/ FITNESS INFORMATION

**AMATEUR SOFTBALL ASSOC.
OF AMERICA**
2801 N.E. 50th St.
Oklahoma City, OK 73111-7201
(405) 424-5266
Contact: Don E. Porter

AMERICAN BOWLING CONGRESS
5301 S. 75th St.
Greendale, WI 53129
(414) 421-6400
Contact: Jack Mordini

ABC is a voluntary membership organization which provides goods and services to its over three million members. Further, ABC works closely with all integers of the bowling industry for the betterment of the sport.

AMERICAN SKI ASSOC.
1888 Sherman St., Suite 500
Denver, CO 80203
(303) 861-7669
(800) 525-7669
Contact: Ellen Blackburn

CORPORATE SPORTS MAGAZINE
9171 Wilshire Blvd.
Beverly Hills, CA 90210
(213) 858-7100
Contact: Ed Ayres

**FITNESS MANAGEMENT
MAGAZINE**
Box 1198
Solana Beach, CA 92075
(619) 481-4155
Contact: Ed Pitts

Fitness Management Magazine provides information for the profitable management and professional program leadership of adult physical fitness centers. It regularly features exercise science, marketable programs, management, facilities, equipment and related services. Subscriptions are free to persons having purchasing influence or authority for fitness centers.

NATIONAL GOLF FOUNDATION
1150 S. U.S. Hwy. 1
Jupiter, FL 33477
(305) 844-2500
Contact: Pat Brady

**NATIONAL RIFLE ASSOC.
OF AMERICA**
1600 Rhode Island Ave. N.W.
Washington, DC 20036
(202) 828-6152
(202) 828-6153
Contact: John J. Grubar

The National Rifle Association of America extends technical assistance to individuals and groups wishing to start or enhance recreational shooting programs. These programs span across many firearm interests such as gun safety, marksmanship, collecting, sanctioned competitions (leagues, tournaments and affiliated clubs (rifle and pistol, hunting, etc.).

SPORTSWEAR

BLACKBIRD INT'L
1333 E. University Dr.
Tempe, AZ 85281
(800) 272-7171
(602) 966-7384
Contact: Gail E. Dalmolin

Blackbird Int'l produces high-tech, state-of-the art aviation graphics screened onto apparel, wallgraphics and ceramic mugs. Seven separate collections feature aircrafts from WWII to Space. Wholesale pricing with quantity discounts available.

CALIFORNIA CUSTOM DESIGN
127 Press Ln.

Chula Vista, CA 92010
(619) 476-0200
(800) 426-7475
Contact: Lisa Estes

California Custom Design offers screen printed sportswear including T-shirts, golf shirts, jackets, caps, athletic wear, work clothes, towels and more. We feature eight-color automated printing, embroidery and a full-service art department. Family owned and operated since 1978. Call us at (800) 426-7475.

CHALK LINE, INC.
P.O. Box 38
Anniston, AL 36202
(205) 238-1540
Contact: Mark Dismore

Chalk Line offers fashionable, yet functional styling in outerwear and sportswear. This company also has innovative decorating capabilities that include direct embroidery, screen printing, sewn-on patches, tackle twill, mock chenille, and embroidered letters.

CHAMPION PRODUCTS, INC.
3141 Monroe Ave.
Rochester, NY 14618-4605
(716) 385-3200
Contact: Ron Guarino

CLIFF ENGLE
P.O. Box 155
Carlstadt, NJ 07072
(201) 507-0033
Contact: Ron Morehouse

Cliff Engle, the official licensee of NFL, NBA, MLB and NHL sportswear offers NESRA members and their employees a 30 percent savings through a "no-cost, no-work, turn-key program."

FLIGHT LINE CO.
23888 Madison St.
Torrance, CA 90505
(213) 373-0428
(800) 372-4359
Contact: Ann McNeele

Flight Line Co. offers custom logo T-shirts, caps, jewelry, glassware, mugs, visors and posters.

HIGH FIVE SPORTSWEAR
2112 Cotner Ave.
Los Angeles, CA 90025
(213) 575-3104

Contact: Joel Serber
Les Abrams

"Custom Clothing—Factory Direct" corporate and promotional apparel including embroidered jackets, fashion fleecewear, sweatshirts, sweat suits, nylon warmups, shorts, Lycra body wear, T-shirts, caps and other wearables.

SAYINGS FOR YOU, INC.
407 Broad Ave.
Palisades Pk., NJ 07650
(201) 592-0676
(914) 738-6104
FAX: (201) 944-2713
Contact: Alan Wendorf

Sayings For You, Inc. will imprint anything on wearables, pens, key chains, mugs, plastic bags, buttons, vinyl, leather, etc. We will put your company logo or message on any item. Our service and quality is of the highest standard. NESRA members get special prices.

VELVA SHEEN MFG. CO.
3860 Virginia Ave.
Cincinnati, OH 45227
(513) 272-3600
(800) 543-4950
(800) 582-7293 (in OH)
Contact: Joyce Fernandez

Velva Sheen offers imprinted sportswear including T-shirts, sweatshirts, jerseys, jackets, sweaters and shorts.

TRAVEL: CRUISE LINES/AIRLINES

AIR FRANCE
875 N. Michigan Ave.
Chicago, IL 60611
(312) 440-7915
Contact: Lee R. Young

Air France is the airline for groups and incentive travel to France and beyond. Enjoy service and value from Chicago, Los Angeles, San Francisco, Houston, Miami, Washington, DC, Boston and New York.

CAMELOT CRUISE CENTER
113 Miln St.
Cranford, NJ 07016
(201) 272-5153

(800) 272-5153
Contact: Karen Hannon

Camelot Cruise Center offers savings on most cruise lines for groups and individuals. Special value added sailings plus toll-free number: (800) 272-5153.

COMMODORE CRUISE LINE, LTD.
1007 N. America Way
Miami, FL 33132
(800) 832-1122
(305) 373-5502
Contact: George Koch

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How To Sell the Unsellable

Your best selling point is how you present nonmoving items. Here are some "sure-fire" methods you can use to sell the unsellable.

by Jean Beebe

You know the item. That cute little "thing" you were sure every single customer would fall in love with and have to purchase. The one that you bought six of for yourself and six months later the rest are gathering dust on your shelf. How to sell these unsellable items can become the uppermost question in the store manager's mind.

How should you handle this problem when it arises? Creatively. Easy to say, I know, but what if you can't remember what an item's selling point was in the first place? You can create the perfect selling atmosphere for your unsellable items with a vivid imagination and customer knowledge. These are the most important qualities of a store manager—probably one of the reasons you became a store manager in the first place (you imagined it would be fun).

WHEN TO SELL

If you have an item you are having trouble selling, when should you put it on sale? That's one of the hardest decisions to make—especially if it turns out that you may end up losing money in the end.

What you use as your advertising gimmick can make all the difference in the merchandising business. For instance, those cute little baskets you first introduced as Easter baskets can have flowers added and be displayed as May baskets. If you still didn't get them all sold, add 4" mylar balloons with sayings such as "Happy Birthday," "Congratulations," or "Have a Good Day." They make the perfect last-minute gift. They may not have a need for an Easter basket or even a May basket, but someone is always having a birthday, getting married or needing cheering up.

Every new angle you introduce to

your customer brings renewed interest. Your best selling point is how you advertise that nonmoving item. Find the angle your customer is interested in. If all attempts at creating a new angle have failed, it is time to put the item on sale.

ADVERTISING

Another method of selling is advertising. There are many forms you can use. At our company, we have an enclosed bulletin board outside the store in which new items are displayed along with sale items. All pertinent information concerning the store is displayed on this bulletin board. Customers can look at this board when the store is not open to keep abreast of new, old and rehashed items. The company paper has also proven to be a good advertising source. There is a special section just for advertising the company store. Occasionally we have put coupons in the paper that can be cut out and exchanged at the store for free items. This helps bring in those compulsive coupon cutters. Advertising brings the customer to your store—what you have there for them is up to you.

KNOW YOUR CUSTOMER

Knowing your customers is very important. For instance, I know my customers are very conservative. If I were foolish enough to purchase a high-priced frivolous item, I had better have a plan for advertising it in a conservative manner. If I don't, I may as well start planning my first sale right away. I would probably have to start my sale at 20 percent off and customers still may not think of stopping to buy.

Learn what your customers like, what they will purchase and what their interests are. Deciding how long to keep an item without putting it on sale is determined by your customers. Seeing the same thing on your shelves will tend to cause your customers to lose interest in the store. If necessary, rotate some of your merchandise.

MARKDOWN

I have often heard that 10 percent is a good starting point for your first sale on a nonmoving item. I can't seem to attract any interest advertising a 10 percent off sale. My customers love to see a sign that reads, "Sale 50% off." I can get them into the store with a sign like that. To whet their appetites, I try to have at least two items on sale at any one time, one that is marked down 50 percent and one marked 10-20 percent off. We take the item for which we haven't found a selling niche (a real dog), and put it on sale at 50 percent off. Then, we take the slow mover (customers can't quite decide whether they need it or not) and put it on sale for 10 percent off. The 50 percent off sale item will bring them in and the item on sale for 10 percent off will keep their interest.

Having these types of sales attracts customers who may not otherwise even enter your store. It will also keep the regular customers interested and keep them coming back.

SALE TABLE

Since I have discovered how much my customers love a sale, we have established a sale table. This table is situated near the back of our store. It is easily accessible, yet it is positioned so they will see the entire store's contents as they walk through.

The items we put on this table stay there for at least one week, but not

more than two. When these items are taken off the sale table, they are either returned to the shelves with their original price or removed to the stock room to be reintroduced at a later date.

Our customers have learned to come and look at least once a week to see if an item they are interested in is on sale. We get them in to look at the sale table and also to browse through the other items on display. To make things interesting we occasionally introduce a popular item on sale. An item which is actually a good seller attracts customers and keeps them coming back. Sacrifice a good seller for the interest of the customer. Ten percent off an item that everyone wants always brings a crowd.

The problem with the sale table is not always having something to put on sale. It may be necessary to be able to remove the table or be able to use it for another purpose such as a display for new or seasonal items. You will still keep them coming in to look.

CONCLUSION

The best selling gimmick is to avoid purchasing the unsellable. Know your customer. Watch what is on the market. What are people wearing? If neon is in, find a way of introducing it into your store. Keep up with the trends but don't overdo it. What your customer wants is what you should carry.

Keep your customers in mind when planning your line. If you have a hard time deciding if you should purchase a specific item, show your staff. Getting another opinion may be the answer. Rely on your staff for input. They can be the deciding point on whether an item will be of interest or not.

Jean Beebe is an administrative assistant in the I.S. Dept. and manages the HTI Company Store for Hutchinson Technology in Hutchinson, Minnesota.

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Healthy Lighting for the Workplace

Computer glare can result in visual health problems and reduced productivity for employees. Here are some "quick-fixes" you can show employees and a discussion of the need for proper lighting in the workplace.

by Alan Hedge, Ph.D.

Healthy lighting is one of the most cost-effective design elements in the office because, for most companies, annual lighting costs are equal to about one hour's salary costs! The importance of good office lighting design is frequently overlooked, especially in offices where many computers are used. Over the past decade, a number of studies have shown that complaints of eye problems

and screen glare are commonplace among workers who use computers. If no action is taken, these problems will eventually result in lost productivity, deteriorating visual health, and widespread dissatisfaction among workers. But what can be done? What do we know about good lighting design for the modern computerized office? What can recent research studies on the effects of lighting on health and productivity in modern offices tell us?

Most office lighting systems are primarily designed to support paper-based work. They shine light down onto the desk surface to allow comfortable reading and writing. While we work with matte paper and high-contrast text, this lighting works quite well. If the paper is glossy, reflected glare from the lighting can make it difficult to read. Fortunately, when we see glare on glossy paper we can usually move the paper around to get a better viewing position, but when we work at computers we are more restricted in what we can do to reduce glare problems. Because computers are usually viewed at right-angles to the desk, the overhead light shining down can create harsh shadows and glare. Screen glare is simply the reflection of the light source or any light object, such as a piece of paper or a shirt, in the computer screen. Screen glare changes the contrast of the characters on the screen against the background, which makes it more difficult for the

worker to see text and graphic information. This can result in more errors being made as well as a series of visual health problems for the worker.

To minimize screen glare problems, there are simple checks you should make, and several changes you should consider making to the computers, the users, the office layout and the office lighting.

CHECKING FOR GLARE PROBLEMS

Your first check is straightforward. Sit and look at the computer screen. If you can see light fixtures or white objects reflected in the screen, there's a glare problem. If you can't, look beyond the screen and to your left and right without moving your head. If you can see bright light sources, including looking to the outside through a window, there is a problem of direct glare, which can be just as visually distressing over time as screen glare. Finally, get a small, flat mirror and put it on the desk in front of you. Move it around the area of the desk where you do most of your reading and writing. If you can see bright light sources reflected in the mirror, you have a glare problem.

COMPUTERS AND SCREEN GLARE

Unlike computer screens of five years ago, newer computer screens are engineered to offer the best combination of good visibility and reduced glare. Because there is a trade-off between the need for an apparent smooth screen for optimum visibility of distortion-free images and an etched screen to minimize glare by scattering reflected light, there is a limit to the success engineering

changes alone can achieve. Changing screen color combinations can help. Screen glare problems will be more noticeable if you are working at a computer screen with a dark background and light characters than at one with a white background and dark characters. Several types of antiglare filters which cover your screen also can be bought. Some of these use a fine mesh, but over time dust collects on this mesh and it may become increasingly difficult to see the characters. Other types include those which use a polarizing filter. This works well to enhance screen contrasts, but polarizing filters are usually shiny surfaces which, in themselves, can reflect office lights to cause glare.

CHANGING USER BEHAVIOR

On many occasions, computer screens reflect light from white or light clothing worn by users. If your workers can wear darker clothes, encourage them to do so because this will help reduce screen reflections. This can help if you're in a "back office" situation where personal attire can be more casual, but it probably isn't a great idea to have a dark clothing policy in "front office" operations, as this may change client perceptions of your organization.

CHANGING OFFICE LAYOUT

If you can position a computer anywhere in a large office space, you can probably find a location where there is no glare. Unfortunately, not everybody can be in the same place at once. Believe it or not, however much we like daylight and sunshine, windows can be just as troublesome a source of glare as office lighting.

Ergonomic guidelines recommend that you should not place your

computer so the front of the screen faces a window, because you will get lots of screen reflections from the window; nor should you place the computer so the back of the screen faces a window, because looking away from your screen to a bright background will cause your eyes to tire over the course of the workday. The best position for a computer screen is sideways to the windows. If you have an enclosed office, place your screen on a side wall, not an end window wall. You also need to make sure that the wall is not painted white or a very light color, or again, you will be looking from a relatively dark visual field, the computer screen, to a much brighter visual field, the wall, and you'll suffer visual fatigue problems. If you cannot avoid placing a computer so it faces or backs to a window, try to cover the window with a darker-colored shade, blind, drapes or install external window coverings.

You also need to make sure your screen is positioned so paper or other light surfaces don't reflect in your screen. If you can't remove these objects, move the screen.

OFFICE LIGHTING DESIGN

Because all the remedies for screen glare problems described above have their limitations, a recommended approach to solving glare is to change the lighting system. There are several things that can be done to improve office lighting for computer work.

First, lighting levels can be lowered. Lowering the lighting helps reduce glare and improve screen contrast. Supplementary task lighting, such as a desk lamp, can be used for work if more light is needed for specific tasks.


Second, you should consider changing the lighting fixtures in your office. Recent research conducted by Cornell University in a building owned and occupied by the Xerox corporation has tested the effects of

two "state-of-the-art" lighting solutions to glare problems. The two lighting systems tested were a deep-cell parabolic downlighting system and a lensed-indirect uplighting system. The Cornell study showed that professional computer workers strongly prefer working under lensed-indirect lighting, and they report fewer glare problems, fewer visual health symptoms, such as eye focusing difficulties and tired eyes, and better productivity than do comparable workers with a parabolic lighting system.

CONCLUSION

Dealing with screen glare on computers can be a complex issue. To deal with lighting and screen glare issues on a long-term basis, you need to consult with a qualified lighting professional who will take your space, task, budget and energy usage into consideration when advising you on how to remedy your glare problems.

Several simple "do-it-yourself" methods to solve screen glare problems have been outlined, and hopefully these may prove helpful. If you aren't in a position to consider re-lighting your office spaces, you may have to consider these short-term remedies. Try hosting a computer ergonomics class to show employees how to use these remedies to correct some of their screen glare problems.

Some of the more involved measures, such as modifying existing overhead lighting fixtures, altering fixtures to reduce the amount of light in your office, or substituting task lighting for existing overhead lighting, are tricky and should be handled by a qualified lighting professional. 

Alan Hedge, Ph.D. is a professor in the department of design and environmental analysis at Cornell University in Ithaca, New York.

Flooring

If you have the opportunity to plan or revamp an employee activity center/facility, consider one of the least thought-about but most important features of the facility: the flooring.

by Arnie Rinta

It may not be often that you have the opportunity to plan, develop, determine specifications and, upon completion, manage an activity center. If you should have this opportunity, you need to be well-prepared with data to support your recommendations. Of course, the overall guiding factor is budget. With budget as your bottom line, you must establish priorities that best serve your customers' needs.

One of the top priorities for consideration is flooring. Flooring applies to all areas of use and activity function: The lobby, locker rooms, showers, aerobics, meeting rooms, multipurpose rooms, indoor tracks, fitness equipment rooms and your largest activity room, the gymnasium. Let's examine the major aspects of choosing the proper flooring.

THE LOBBY

The lobby "sets the stage" for your facility/activity center. It should convey a warm, welcoming feeling. Carpeting and/or ceramic tile is commonly used.

A current trend is to select a carpet in multitone. Basic colors should be able to withstand heavy traffic during various weather conditions such as rain, snow and mud. At day's end, a good vacuum cleaning and perhaps some spot cleaning should be able to restore it to original condition. This task should be performed daily, regardless of weather conditions. A periodic shampoo is also advisable as a good measure of preventive maintenance.

LOCKER ROOM

One of the biggest areas of concern is the locker room. It is here

where the majority of your activity program participants dress down, shower and redress after an hour of aerobics, a game of basketball or a class in karate.

Of paramount importance to locker room flooring is proper ventilation or air exchange. The quicker you remove humidity from the room, the less chance you have of moisture becoming a maintenance nemesis. Specify carpeting that is rubber-based, resists moisture, odor and bacteria.

At the Boeing Company's activity center, we have 500-600 participants daily who use the locker room, trudging sweat and water on the carpeting. The carpet is vacuumed daily and shampooed bimonthly with appropriate cleaning products. After four years of use, we have had no health-related cases of "athlete's foot" or similar problems.

SHOWER ROOM

Nonskid tile is probably your best and only choice. In addition, you might want to consider interlocking plastic grids which provide for safer more secure footing.

In any case, this area demands the most attention and daily maintenance. Properly attended to, you can prevent the buildup of scum and mildew that is a health and safety concern.

WEIGHT ROOM/ INDOOR TRACK

The same rubber-backed carpeting as in the locker room should be used here, since the major sweating activity occurs in these areas. Stress on equipment room and track flooring is compounded by the number of

participants and the placement of the various pieces of fitness equipment.

In addition to carpeting the equipment room, it is strongly recommended to place properly-sized rubber mats under each piece of workout apparatus. This gives you added protection and extends the life of your carpet.

If you have the luxury of planning an indoor track, the surface flooring for consideration is either carpeting or synthetic rubberized material. Both are acceptable. From our experience, though, if your track is banked in the corners, runners will have a tendency to stub their toes as they use the higher bank lanes at the turns.

AEROBICS

Proper flooring for aerobics activities is mandatory. The flooring should absorb a major amount of force, but be resilient enough to bounce back.

If your budget allows for a dedicated room and your program is for high- and low-impact aerobics, you may want to opt for a spring-loaded floor with a carpet overlay. A spring-loaded floor basically consists of 4' x 8' sheets of plywood with tapered springs spaced several inches apart. Placed over concrete and overlaid with plywood and carpet, this kind of floor absorbs the greatest amount of shock. Carpeting is identical for that specified for the locker and fitness equipment rooms.

Unfortunately, this kind of floor is basically one-dimensional; that is, it only serves one purpose. With the trend towards modified and low-impact aerobics and with improved footwear, it would better suit your overall program objectives by planning a true multipurpose room that can adequately serve aerobics activities and also serve recreational activities such as karate, square, social and round dancing programs.

If you want a multipurpose room, choose a hardwood floor that is

placed over synthetic rubber. This kind of system will cushion shock, absorb noise and permit under-floor circulation. It will also provide a better margin of safety for aerobics by reducing the possibility of foot grabbing that can occur on carpeting.

GYMNASIUM

Without a doubt, this flooring system demands your closest attention. No room will be utilized more than the gymnasium.


At a cost of approximately \$5 a square foot, you can provide the most high-tech flooring system available. This flooring is northern hardwood maple, 25/32" thick by 1 1/2" tongue and groove applied over a sleeper system that consists of 2" x 3" wood strips with PVC cushions. With proper specifications and maintenance, this system should have a life span that exceeds an average worker's lifetime.

Proper maintenance is a top consideration. Daily cleaning to remove players' grit is mandatory. You should also schedule an annual refinish that includes a light abrasive disc cleaning, an application of two coats of finish within the basketball key and one coat over the entire floor. Restripping athletic courts should be planned every four or five years. The basic appearance change that takes place over the years is a yellowing of the finish. If you are not bothered by this, it should be many years before a total sanding is required.

CONCLUSION

Choosing proper flooring is vital to the safe use and design of your activity center. If your philosophy is to provide a multiple-use facility, and I believe it should, choose flooring that will serve all the functions for which the room will be used.

Consult with others who have chosen flooring for their facilities. You can learn much from their experiences: What types of flooring they used, how the flooring is wearing, how well the maintenance schedule works, cost factors, suppliers and so forth.

In most cases, it takes months, and perhaps years, to justify a major capital project, such as a facility, to serve your employee recreation and fitness program needs. When you get the green light, do it right and make sure to consider the flooring. 

Arnie Rinta is recreation manager for the Boeing Company in Seattle, Washington.

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Whether you are planning a high-powered executive session or a festive employee getaway, many corporate travel planners are finding the guest ranches of British Columbia offer a therapeutic atmosphere perfect for full-scale company retreats or small group travel.

British Columbia's Guest Ranches

Fresh air and awe-inspiring scenery provide the perfect escape from the hectic office pace and allow

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Nighttime activities are equally diverse. Trips can easily include fun-filled hayrides to a campfire singalong or a good soak in an outdoor hot tub.

YEAR-ROUND ATTRACTIONS

Guest ranch trips can be taken during any season of the year. Still, the type of trip you are planning will affect what time of year you will want to go.

According to Tracy Ens, reservation manager for a guest ranch, "Employee retreats should be planned

for May through September." The spring and summer months bring a flurry of activities to this area. Though the ranches are best known for horseback riding, they also offer swimming, tennis, volleyball, fishing, hiking—the list goes on. Many ranches are only open during these warmer months.

The ranches that are open in the winter cater to small groups. Ens stated, "In the winter, we only have one group at the ranch at a time. We can plan activities specifically for the group and around whatever traveling schedules they have planned."

May/June or September/October are particularly good times of year for any size group. These dates mark the beginning and the end of the guest ranch season and groups have the ranches more to themselves than if they came during the peak of the season in July or August. The beautiful fall colors displayed throughout British Columbia in the months of September and October offer the additional benefit for those who visit during these months.

ACCOMMODATIONS

"There is no better way to view the spectacular scenery of British Columbia than on horseback," stated Karl Kramer, owner of a guest ranch and president of the British Columbia Guest Ranchers' Association. "Ranches offer everything from gentle trail ponies to high-spirited mounts, and riders can choose to take an hour-long trail ride or explore the countryside all day long."

Other activities include rodeos, hayrides, pack trips and overnight campouts, tennis, swimming, golf at nearby courses and canoeing. During the winter, cross-country skiing is a popular activity at many ranches, as are ice fishing and snowmobiling. Many ranches are also a short drive to

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by Diane Hernandez

downhill skiing sites. Each ranch house has its own distinctive personality. One is certain to meet your group's individual needs and interests.

The variety of ranches also allows planners to find accommodations suited to their monetary considerations and for any degree of "roughing it." There are guest ranches where groups can stay in resort accommodations with air conditioning, room service, complete spa facilities and other amenities. Locations are also available which feature rustic log cabins and ranch-style group dining.

MISCELLANY

Ranches vary in size and can accommodate anywhere from 10-75

guests at any one time. The larger ranches can hold meeting space for approximately 60-70 people, while the average size ranch can hold 20-40 people.

While some ranches do offer group discounts, prices are considered very reasonable, especially because the Canadian exchange rate makes British Columbian travel very affordable for U.S. citizens.

To relax and fully appreciate the atmosphere of this quiet, remote area, your group should spend no less than two days. "It takes a while to relax and get adjusted to the routine of a ranch," stated Kramer. "I would advise groups to stay for approximately five days and they could easily stay for as many as 10."

Regardless of when you plan to visit British Columbia and visit its extraordinary guest ranches, prepare

for a unique vacation your organization's employees will long remember.



Diane Hernandez is a public relations writer for Tourism British Columbia. Her office is in San Juan Capistrano, California.

Correction: In the November travel department article, "Florida: Off-Season," NESRA Associate Members Universal Studios Florida and Wet'N Wild should also have been listed as Florida attractions.

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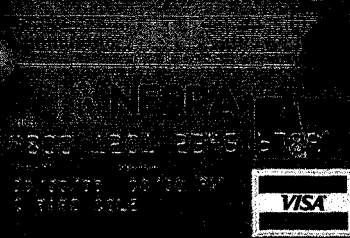
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